

## INDIVIDUAL INVENTORY FORM

NHDR INVENTORY #

## Name, Location, Ownership

1. Historic name: Penacook Mill, (Penacook Spinning Mill)  
(Allied Leather Tannery)
2. District or area: Penacook Village
3. Street and number: #35 East Street
4. City or town: Concord (Penacook)
5. County: Merrimack
6. Current owner: Hannah Dustin Holdings L.L.C.

## Function or Use

7. Current use(s): Vacant / not in use
8. Historic use(s): Cotton / textiles from 1846 to 1937;  
Leather Tannery from 1942 to 1987

## Architectural Information

9. Style: \_\_\_\_\_
10. Architect/builder: Henry H. and John S. Brown
11. Source: Penacook Architectural Survey, 1990
12. Construction date: 1846
13. Source: Penacook Architectural Survey, 1990
14. Alterations, with dates: See attached narrative
15. Moved? no ☒ yes ☐ date: \_\_\_\_\_

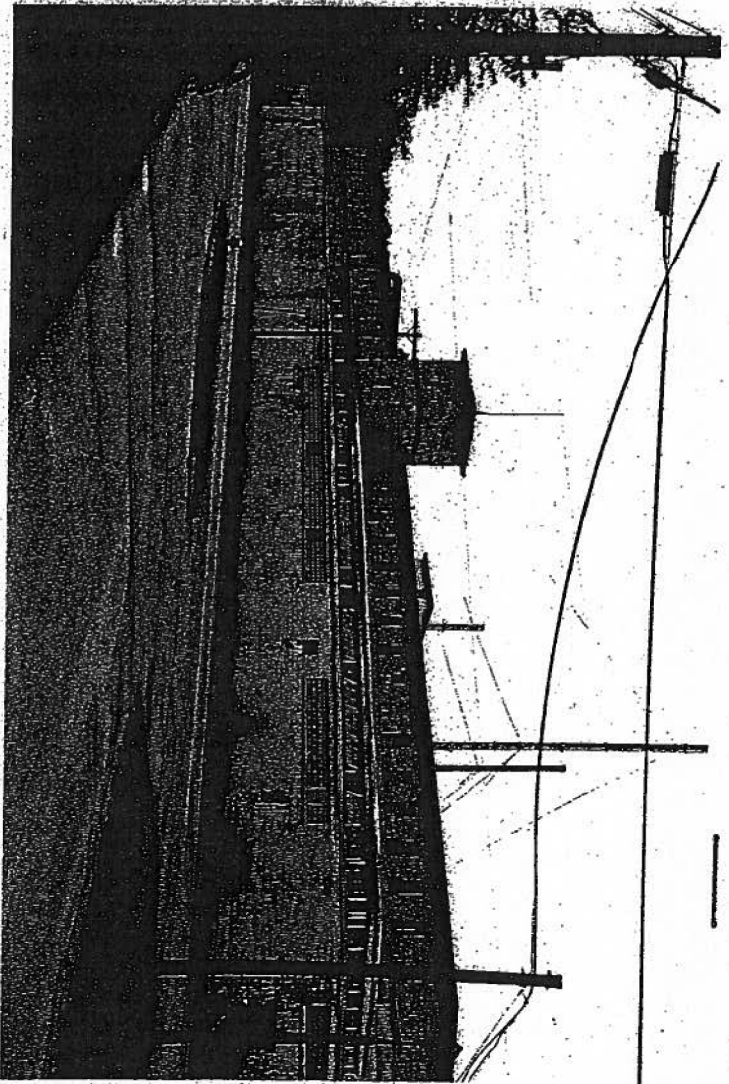
## Exterior Features

16. Foundation: Granite
17. Cladding: Granite, concrete block, metal, and plywood
18. Roof material: Rubber
19. Chimney material: \_\_\_\_\_
20. Type of roof: Flat
21. Chimney location: \_\_\_\_\_
22. Number of stories: Four (including basement walkout)
23. Entry location: \_\_\_\_\_
24. Windows: Double hung (12/12), glass block, industrial

Replacement? no ☒ yes ☐ date: \_\_\_\_\_

## Site Features

25. Setting: Downtown business district
26. Outbuildings: None



31. Roll # 3 Frame #0 Direction Southwest

38. Negative stored at: City of Concord Community Devel. Dept.

27. Landscape features: Mature trees, fencing, other - pavement
28. Acreage: 2.20 acres
29. Tax map/parcel #: Map P1, Block 7, Lot 6
30. UTM reference: 19 289037E 4795220N
31. USGS quadrangle and scale: Penacook (1: 24,000)

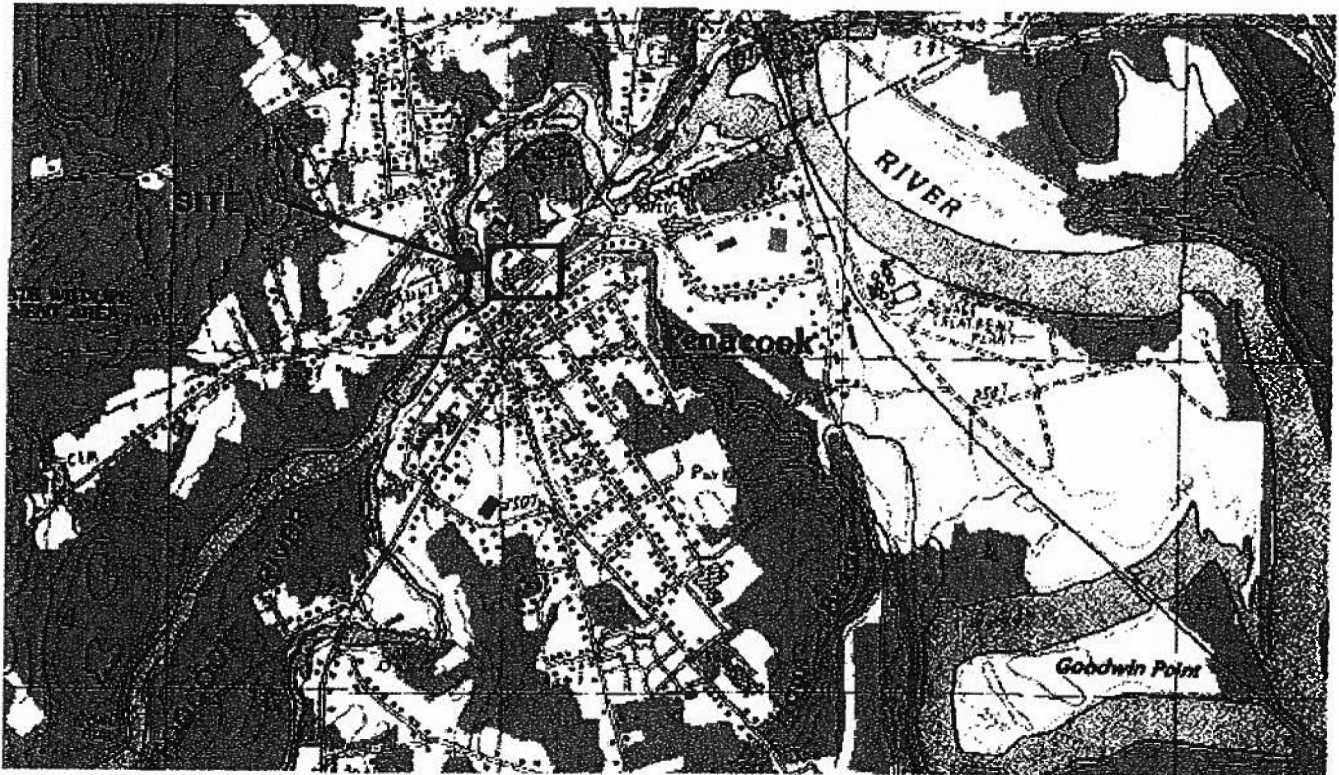
## Form prepared by

32. Name: Matthew R. Walsh
33. Organization: City of Concord, New Hampshire
34. Date of survey: October 8, 2002

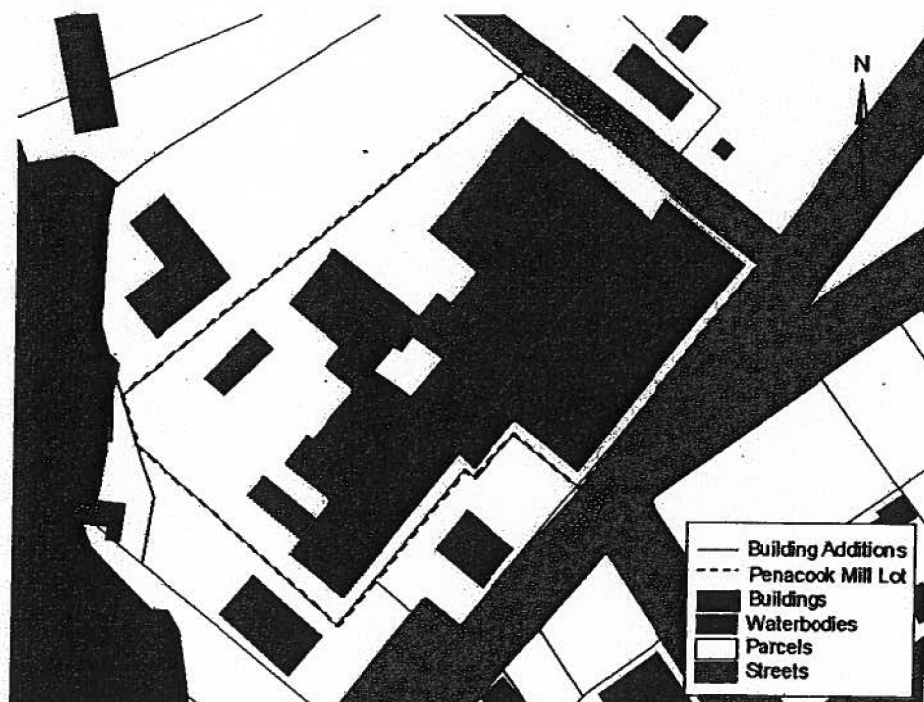
INDIVIDUAL INVENTORY FORM

NHDHR INVENTORY #

39. LOCATION MAP:



40. PROPERTY MAP:





## INDIVIDUAL INVENTORY FORM

## NHDR INVENTORY #

**1. Historical Background and Role in the Town or City's Development:**

The Penacook Mill was one of two cotton mills erected in Penacook during the first half of the nineteenth century. Constructed 1846, the Penacook Mill was the sister structure to the Contoocook Mill, which was built on the northern shore of the Contoocook River ten years earlier. Though the Contoocook Mill still stands today, it is now located in Boscawen and has been substantially altered and has lost most of its historic integrity.

Like the Contoocook Mill, the Penacook Mill was originally erected for the purpose of cotton cloth production. However, unlike the Contoocook Mill, which was erected by Freeman and Francis Fisher (wealthy merchants from Boston for whom Penacook was originally named), the Penacook Mill was constructed Henry H. and John S. Brown of Attleboro Massachusetts. The Browns arrived in Penacook in 1841, acquired the Contoocook Mill and, though local histories are not clear, the Contoocook Manufacturing and Mechanics Company (CMMC), the entity which owned land and water rights for the site where the Penacook Mill was erected. Five years after acquiring the CMMC, the Browns erected the Penacook Mill (Penacook Architectural Survey, Penacook Mill Inventory Form). The Browns were trained masons who originally leased and operated stone mills in Attleboro, Massachusetts, for textile production. However, dissatisfied with the available waterpower and rent increases, the Browns left Massachusetts and settled in Penacook, in an area near Webster Place and Elm Street (Penacook Architectural Survey, Penacook Mill Inventory Form).

Completed in 1846, the three and one-half (3 & ½) story mill was constructed of cut granite block and split stone with a central timber framing system. Though the construction was similar to that of the Contoocook Mill, the Penacook Mill measured 40 feet in width by 370 feet in length, making it considerably larger than its sister structure, which measured 42 feet wide by 96 feet long (Penacook Architectural Survey, Page 4 & Fishersville Website). The entire mill complex was surrounded by an extensive canal system that provided hydropower to the mill. Several structures, including storehouses and offices were constructed over the canal. Today, only a small two-story brick office building remains. This structure is no longer on the same lot as the Penacook Mill. The canal system was filled during the period of 1899 through 1950. (Hurd, Page 22, Sanborn Map Company, City of Concord Insurance Maps 1906, 1928, & 1949).

Though the Penacook Mill was originally constructed with an impressive gambled roof complete with copulas, skylights, and walkways, fire destroyed the roof in 1866 (Penacook Architectural Survey, Page 4 & Fishersville Website). After the fire, the upper story and remnants of the gambled roof were flattened, thereby converting the mill into the three-story structure it is today.

The Penacook Mill was originally operated by the Browns as a textile mill. From its opening through 1865, the Browns managed the mill jointly. When the property was amicably split, John Brown took over the Penacook Mill and his brother Henry assumed control of the Contoocook Mill. John Brown continued to manage the Penacook Mill until 1889. After a brief period of management by his sons, Samuel and later Albert, the mill and associated water rights were sold to the New Hampshire Spinning Mills around 1899 (Sanborn Map Company, City of Concord Insurance Maps 1899). Shortly after the sale of the mill, it was outfitted with new machinery and continued to produce high quality yarn and textiles until the Great Depression forced its closure in 1937 (Penacook Architectural Survey, Penacook Mill Inventory Form). At the height of operations, the both the Contoocook and Penacook Mill employed over 500 people (Lyford, Page 647). After a brief dormancy, the mill was purchased in 1942 by Nate Brezner. Brezner formed the Brezner Tanning Company, reopened the mill, and converted to a leather tannery (Penacook Architectural Survey, Penacook Mill Inventory Form). It was also around this time that the last portions of the canal system that once surrounded the complex and supplied power to the mill were filled (Sanborn Map Company, City of Concord Insurance Maps 1906, 1928, & 1949).

After a brief closure of the mill due to nonpayment of local property taxes in the early 1950s, Brezner Tanning Company merged with Allied Kid Company in 1953. Allied Kid Leather Company was based in Delaware. In 1976, the partnership became the Allied Leather Company, a name for which the property is commonly referred to today in Penacook. After several changes in ownership, tanning operations ceased at the mill in 1987, when Allied Leather Company, while under the ownership of parent company Feuer Leather, went bankrupt.

After its closure in 1987, the property sat vacant and neglected while bankruptcy proceedings for the Allied Leather Company continued. In 1997, Dana V. Willis, a resident of Boscawen and abutter to the property, formed Hannah Dustin Holdings LLC and acquired all assets of the Allied Leather Company, including the Penacook Mill, from the Bankruptcy Court for the sum of \$25,000. However, limited financial resources, coupled with environmental issues at the property, inhibited Willis's efforts to redevelop the mill. In an effort to secure working capital to redevelop the mill, Willis subdivided the original mill property into four separate lots in 1999. Today, the Penacook Mill exists independently of other structures which once comprised the original mill complex. From the time that Hannah Dustin Holdings LLC acquired the site, the Penacook Mill has largely been vacant or used on a limited basis. Today, only 5,000 of the mill's 94,000 square feet are occupied. The current tenant is a small structural steel manufacturing company, which occupies the T1-11 addition located on the northeast side of the building.

## INDIVIDUAL INVENTORY FORM

NHDHR INVENTORY #

**42. Applicable NHDHR Historic Contexts:**

The following NHDHR Historic Contexts may apply to the Penacook Mill:

**Industry:**

- #15 – Locally capitalized textile mills in New Hampshire, 1720-1880
- #16 – New Hampshire Textile Mills capitalized by Boston interests, 1826-1920
- #45 – Tanneries and leather board manufacturing in New Hampshire.

**Communications and Utilities:**

- #88 – Hydropower in New Hampshire

**Commerce Community Planning, Landscape Architecture**

- #122 – Commerce, industry and trade in New Hampshire cities, 1630 – present.
- #123 – Commerce, industry and trade in New Hampshire village and town centers, 1630 – present.

**43. Architectural Description and Comparative Evaluation:**

The Penacook Mill was once part of an expansive mill complex that consisted over 44 +/- acres of land and approximately a dozen buildings located within Concord and Boscawen. However, a subdivision of the property in 1999 separated the Penacook Mill, as well as other properties, from the original complex. Today, the mill exists on a 2.20 +/- acre lot with no other structures (City of Concord Assessing Files).

Erected in 1846, the mill is a three story, shallow pitched roof structure constructed of ashlar (split stone) and lime-sand mortar with granite lintels and quoins. It is a 35 X 4 bays rectangular plan, with a four story tower centrally position on the south side. The building was originally constructed as a 3 and one-half story structure with a gable roof that featured a central cupola and several dozen skylights. However, in 1866 the upper story and attic were destroyed by fire, and the roof was flattened. At the same time, the central tower was raised a full story. The building has a menagerie of additions, many of which were added during the period of 1940 through the mid 1980s. These additions conceal a noteworthy portion of the original exterior of the building, however the original stone construction and 12/12 sash remains the prominent façade of the structure. The central tower has arched openings, some of which feature replacement sash. However, the majority of these openings were block in when the tower was modified to accommodate a freight elevator. The southerly face of the central tower features a date plaque denoting the year the original mill was constructed (1846).

Attached to the west end of the structure is a one story, 4X4 bay shallow pitch gable roof structure also constructed of ashlar stone. None of the original sash survives. This portion of the building also dates from 1846 and, like the main mill, once had a gabled roof, which was also removed around 1866. (Penacook Architectural Survey).

Though originally constructed with a total footprint of 40' X 370', the size of the Penacook Mill was expanded significantly, especially during the mid to later part of the twentieth century. According to City of Concord building permit data, 10 major additions were made to the mill during 1942 to 1984. These additions added a total of 30,832 square feet of total building area, and significantly altered the historic appearance of the mill. Today, the mill is a sprawling conglomeration of additions of various designs, with a total size of 94,316 square feet (City of Concord Assessing Department). A summary of additions is as follows:



## INDIVIDUAL INVENTORY FORM

NHDR INVENTORY #

Map Identification Number	Year	Description	Dimensions	Total Square Feet	Photo Identification Number
G	1983	T1-11 addition to northeast side of building. One story addition with slanted roof used for storage. Today, the addition houses a small metal fabrication company	50' X 100'	5,000	#4
	1979	Meter Flow Station	10' X 12'	120	
C	1968	Time Clock & Employee Lobby. Located on southern façade of building adjacent to central tower. This three-story cement block addition was used for production space (basement) employee lounge, and offices (first floor), and paint rooms (third floor).	14' X 20'	280	#2
I	1968	Extension to Boiler Room. Constructed of metal frame and cement block. The building has four large windows and features three smoke stacks.	46' X 54'	2,484	#6
F	1966	Addition located on northeast side of building. Addition is two stories constructed of steel frame and cement blocks. Addition was used for storage and general production space for tanning operations.	20' X 88'	1,760	#4
E	1960	Shipping / Delivery Area. This 2-story addition was constructed of concrete block with pitched roof. Basement used for storage, upper floor used for office space.	17' X 50'	850	#8
H	1955	Addition to Boiler Room. Constructed of metal and concrete block with flat roof. Addition housed mechanical systems and provided additional storage space.	15' X 22'	330	#5
C	1955	Transformer Room located on northwest side of structure. Wood frame construction with asphalt shingle siding.	13' X 21'	273	#5
B	1950	Cement block addition along southeast portion of building, at intersection of Crescent and East Streets. Used for production space and storage.	80' X 220'	17,600	#1
D	1949	Cement Block Addition located on northwesterly façade of the building. Space was used for offices, production space, and storage.	61' X 35'	2,135	#8
H	1946	Construction of Boiler Room, wood / metal frame with brick cladding located centrally located on northern façade. Upper floors were used as chemical labs.	Unknown	Unknown	
			Total Square Feet	30,832	

## INDIVIDUAL INVENTORY FORM

NHDHR INVENTORY #

All additions to the original structure are of varying design and construction, are not consistent with the original architecture of the mill. Additions consist of metal or wood frame construction, with concrete foundations and flat or slanted roofs. In all cases, building cladding consists of concrete block, brick, metal, or asphalt shingles. Flooring within these additions consists of vinyl tile, concrete panel, or concrete slab set on grade.

The interior of the mill is characterized by large, expansive rooms within the center of the building, with smaller rooms for storage located around the building's perimeter. Smaller spaces are located on the northern side of the building. Interior finishes are simple. The majority of the original 1846 interior walls have been covered with a stucco material and painted. It appears that this work occurred during the early part of the twentieth century. The interior framing consists of a post and beam system constructed of large timbers. Framing for the floor system features timbers with dimensions of approximately 20" square, spaced eight feet on center. Mechanical systems added during the late nineteenth century through the 1970s are exposed and in poor condition. Flooring within the original mill building consists of brick and concrete in the basemen with a mixture of metal and hardwood on upper floors. According to the 1899 Sanborn Fire Insurance Maps, the mill was originally heated by steam (fueled by coal). Lighting was initially fueled by kerosene.

Because the vast majority of the mill has sat vacant and neglected since its closure in 1987, the building has sustained significant deterioration. The extent of deterioration is widespread, leaving the building in fair to poor condition. In September 2002, the City of Concord commissioned a structural and environmental assessment of the Penacook Mill. The assessment revealed that the vast majority of the roof structure is in poor condition. Roofing over several of the more modern additions has partially or completely collapsed. Other portions of the roof that remain standing have been compromised by growth of vegetation on the roofing materials themselves. In addition, no intact windows exist at the building. Because of roofing failures and unsealed window openings, water has penetrated the building, causing widespread damage to the interior framing system. This is evidenced by dozens of rotted and cracked beams, as well as severely damaged hardwood flooring. Water infiltration has also damaged portions of the exterior walls. Primarily, this damage is characterized by the deterioration of original lime-sand mortar. In some locations, mortar has been completely washed from the walls, severely undermining the structural stability of the exterior walls. Because of the amount of damage to the northeast end of the building caused by neglect, this portion of the mill was demolished in 2001.

The Penacook Mill is a rare example of stone mill construction in the State. As of the date of this survey, only six other large stone mills or warehouses existed within New Hampshire. These structures are the Contoocook Mill located in Concord, the Newmarket Manufacturing Company Mills (a.k.a. the Essex Mills) located at Bay Road and Main Street in Newmarket, as well as the Stone Warehouse (a.k.a. the Museum of New Hampshire History), also located in Concord. Also, the A.C. Lawrence Tannery, located in Winchester, New Hampshire, could also be considered a comparable structure relative to use. However, the age and type of construction do not make the Winchester Mill comparable to the Penacook Mill. As summary of comparable structures is as follows.

The Contoocook Mill, erected in 1836 by Freeman and Francis Fisher of Boston Massachusetts, is directly comparable to the Penacook Mill. This mill is located on the northern bank of the Contoocook River, directly across the river from the Penacook Mill, on a property which is split by the Concord / Boscawen town boundary. The direct predecessor of the Penacook Mill, the Contoocook Mill measures 42' in width by 96' in length and stands four and one-half (4 & 1/2) stories in height (Penacook Architectural Survey, Page 4 & Fishersville Website). The mill was constructed of granite and split stone, and has been continuously used for the production of textile goods. Extensive modifications and additions have been made to the Contoocook Mill, thus causing the removal or concealment of original architecture of the structure. Today, little of the original historic architectural integrity exists at the Contoocook Mill.

The former Newmarket Manufacturing Company (NMC) Mills are directly comparable to the Penacook Mill. In total, 9 structures comprise the former NMC complex, however only four, when reviewed for age, construction, setting, and historic use, are directly comparable to the Penacook Mill. Directly comparable structures within this complex are Mills No. 1, 2, 3, and 4 as inventoried as part of the "Newmarket Industrial and Commercial Historic District", as listed on the National Register in December 1980. Built in early to the mid nineteenth century, the Newmarket Mills are constructed of granite and river stone. In addition to extremely similar architecture, the history of the Newmarket Mills closely parallels that of the Penacook Mill. Like the Penacook Mill, the Newmarket Mills were originally used for the manufacturing of cotton and silk goods. However, due to the combined effects of ongoing labor issues and the Great Depression, the Newmarket Mills closed in the 1930s, as did the Penacook Mill. After a brief dormancy, the Newmarket Mills were reopened for the manufacture of shoes. A summary comparison of Mills 1, 2, 3, and 4 is as follows:

- Mill #1: Erected in 1824, this four-story mill was originally operated as a cotton mill with 2,560 spindles. The mill measures 90' X 45' and was modeled after the Waltham Mill. Like the Penacook Mill, Mill #1 was constructed of coursed granite. Also like the Penacook Mill, the original gabled roof was replace (1873) with a flat roof. The exterior walls include quoin corner, however windows are 6/6 (as opposed to 12/12 at the Penacook Mill). (Newmarket, NH Architectural Inventory)



## INDIVIDUAL INVENTORY FORM

## NH DHR INVENTORY #

- Mill #2: Constructed in 1825 of coursed granite, this 5 and ½ story structure is also directly comparable to the Penacook Mill. Set directly adjacent to the Lamprey River, this mill features a central tower complete with date stone. The entire building features 6/6 sash. Unlike the Penacook Mill, this structure retains its original gable roof that features several skylights. (Newmarket, NH Architectural Inventory)
- Mill #3: Built in 1827, this 5-story mill was not placed into production until 1829 due to poor market conditions. This mill originally contained 2,048 spindles, but was expanded in 1830 and 1832 to total 5,888 spindles. Like the Penacook Mill, this mill was also constructed of coursed granite. It measured 45' wide by 145' in length. Also like the Penacook Mill, Mill #3's central tower was raised and an additional story was added in 1860. (Newmarket, NH Architectural Inventory)
- Mill #4: The last stone mill constructed as part of the Newmarket Manufacturing Company complex, this 4-story mill was erected in 1869. Constructed of coursed granite, the mill originally measured 65' in width and 250' in length. This mill contained 31 bays and incorporated 12/12 windows with granite sills and lintels. Though the mill lacks a center tower, it does have a flat roof and quoins, like the Penacook Mill. (Newmarket, NH Architectural Inventory)

The Stone Warehouse, located at Eagle Square in Concord, is the other locally comparable structure. Constructed in 1870, the building measures 60' in width and 100' in length and consists of over 21,000 square feet. The warehouse was originally used as agricultural and hardware storage and until 1920 when it was sold to the New Industries Corporation and used for manufacture of clothing and textiles. Though similar in basic design and construction, the stone warehouse does exhibit more intricate architectural features than the Penacook Mill, including a handsome slate roof and arched windows. The building is currently used as the headquarters for the New Hampshire Historical Society (Downtown Concord Historic Survey).

In comparison with the above structures, the Penacook Mill is historically significant. First, a review of comparable structures reveals that the Penacook Mill, with an original overall length of 370', has the distinction of being the longest stone mill erected in New Hampshire. Secondly, based upon available information, the Penacook Mill also has the distinction of being the fifth oldest surviving stone mill in New Hampshire.

#### 44. National or State Register Criteria Statement of Significance:

The Penacook Mill is eligible for National Register listing in accordance with the requirements of Criteria "A" and "C". The property is eligible under Criteria A because of the period and use of the building. From its opening in 1846 through 1937, the Penacook Mill was used in the production of textiles. The production of textiles was a dominant industry in New Hampshire, and was pivotal in the social and economic development of the State. The Mill is also significant because of its use as a leather tannery during the period of 1942 through 1987, particularly as there were a limited number of tanneries in the region. However, leather tanning was a secondary use of the building and not as significant as the original use of the property.

Secondly, the mill is significant under Criteria C because of its exceptionally rare architecture. Though some key architectural details been lost, the vast majority of the original 1846 construction is still intact, therefore making the Penacook a rare example of a stone mill building in New Hampshire.

#### 45. Period of Significance:

The Penacook Mills period of significance is 1846 through 1937 for two reasons. First, the building, erected in 1846, is significant for its rare ashlar construction. Because the building retains much of its original architecture from its original construction, it is prime example of stone mill construction from the mid nineteenth century. Second, because the mill was first erected at the start of the industrial revolution, and used as a textile manufacturing facility, the mill provides a direct link to one of the prime industries that directly shaped the social and economic character of the State.

#### 46. Statement of Integrity:

Though the Penacook Mill and its surroundings were modified during the twentieth century, the Penacook Mill still retains high historic integrity. The Penacook Mill still stands in its original location, directly adjacent to the Contoocook River. Despite the fact the canal system that originally surrounded the mill no longer exists, the mill's setting has otherwise not changed since the mid to late nineteenth century. Nineteenth century neighborhoods surrounding the mill have largely retained their appearance and feel. The mill is positioned within the center of these neighborhoods, and as such, it is apparent that the mill has played a key role in how real estate development within Penacook Village occurred.

## INDIVIDUAL INVENTORY FORM

NHDR INVENTORY #

From a design perspective, the mill, though modified from its original form due to fire and additions, exhibits strong historic integrity. The mill was initially constructed of cut granite and river stone. Though modifications have been made to the mill, the original materials and workmanship used in the mill's construction are clearly visible today.

The mill also contains significant evidence of the goods manufactured while the mill was in operation. Though original machinery used in the textile manufacturing process was removed when the mill was converted to a tannery, the Mill does contain several pieces of machinery used in the tannery operation. Of particular interest, 34 massive wooden vats, approximately ten feet in diameter, used for the dyeing of hides, still survive within the basement of the mill. In addition, three Woburn rollers used to process and stiffen the hides still exist within the building. Please see photos # 12 & 13.

When viewing the exterior and interior of the structure, the building conveys a strong historic feeling. The massive stone exterior and center tower clearly convey a historic feeling. The interior of the building also conveys a strong historic feel. Comprised of large, expansive interior spaces, open ceilings, as well as exposed timber framing, the interior of the mill also conveys a strong historic presence.

Lastly, the mill's association with Fisher brothers, for whom Penacook was originally named Fishersville, as well as its connection to the textiles and leather tanning industries make the mill strengthens the mill's historic integrity.

**47. Boundary Discussion:**

As previously noted, the Penacook Mill was once part of an extensive mill complex located in Concord and the neighboring town of Boscawen. The original complex initially contained nearly 44 acres of land and one dozen structures. Of this total, approximately 6 acres and five structures were located in Concord. In 1999, the property was subdivided, thereby separating the Penacook Mill from several other accessory structures that once were part of the original mill complex.

The Penacook Mill's historic property boundary includes that portion of the former Allied Leather Company property from the Contoocook River west. This area includes five individual lots within Concord, as well as a large wooded parcel known as the "California Field", which is partially located in Boscawen. Though local history is unclear as to how the site was named, a portion of this property was used for burial of discarded hides during the operation of the Tannery.

In total, the Penacook Mill's historic boundary contains four structures and approximately 15 acres of land. Please see the attached map for more information.



## INDIVIDUAL INVENTORY FORM

NHDR INVENTORY #

## 48. Bibliography and/or References:

- Blanchette, Gerard: "Structural Investigation - Former Allied Leather Facility"; prepared by the H.L. Turner Group, Inc. for the City of Concord Community Development Department, October 2002.
- Bouton, Nathaniel: "History of Concord 1725-1853"; Published by Benning W. Sanborn 1856, McFarland and Jenks Publishing.
- Burlington, L.R.: "Map of Penacook New Hampshire" circa 1888, reissued by Heritage Concord, Hazen Printing Company, courtesy of the New Hampshire Historical Society.
- Candee, Richard M. "Newmarket, NH Architectural Inventory", 1979. (Newmarket Industrial and Commercial Historic District)
- City of Concord Building Permit Records for the Penacook Mill, #35 East Street, 1931 - 2002.
- City of Concord Assessing Records for Penacook Mill, #35 East Street, Map P1, Block 7, Lot 7.
- City of Concord Legal Department: "Title Examination, Tannery Property, Penacook"; July 26, 2002.
- Davenport, B.: "Map of Fishersville, New Hampshire: circa 1846. City of Concord collection.
- Dufree-Hengen, Elizabeth: "Penacook Architectural Survey"; Prepared for the City of Concord, October 1990.
- Hurd, D.H. & Co.: "Town and City Atlas of State of New Hampshire"; D.H. Hurd & Co., Boston, Massachusetts, 1892.
- Lyford, James O.: "History of Concord, New Hampshire Vol. #1"; The Rumford Press, Concord, NH 1903.
- Lyford, James O.: "History of Concord, New Hampshire Vol. #2", The Rumford Press, Concord, NH 1903.
- Mausolf, Lisa: "Downtown Concord Historic Survey"; Inventory Form #10 - Stone Warehouse, Prepared for the City of Concord Heritage Commission, December 1999;
- Pearson, C. E.: "Fisherville, New Hampshire Website": <http://folksites.com/Fisherville/>, September 26, 2002.
- Sanborn Map Company: Insurance maps of Concord, New Hampshire: 1893, 1899, 1906, 1914, 1928. Microfilm collection of the New Hampshire Historical Society, Concord, New Hampshire.

## Surveyor's Evaluation:

NR listed

individual

within district

NR eligible

individual

within district

not eligible

more info needed

NR eligible

A

B

C

D

E

interview

yes

no

INDIVIDUAL INVENTORY FORM

NHDHR INVENTORY #

Address: #35 East Street, Penacook, NH

Date taken: October 9, 2002 Negative stored at: City of Concord CD Department

Photo #2 description: View of southwest façade.

Roll #: 3

Frame #: 15

Direction:

Looking northeast

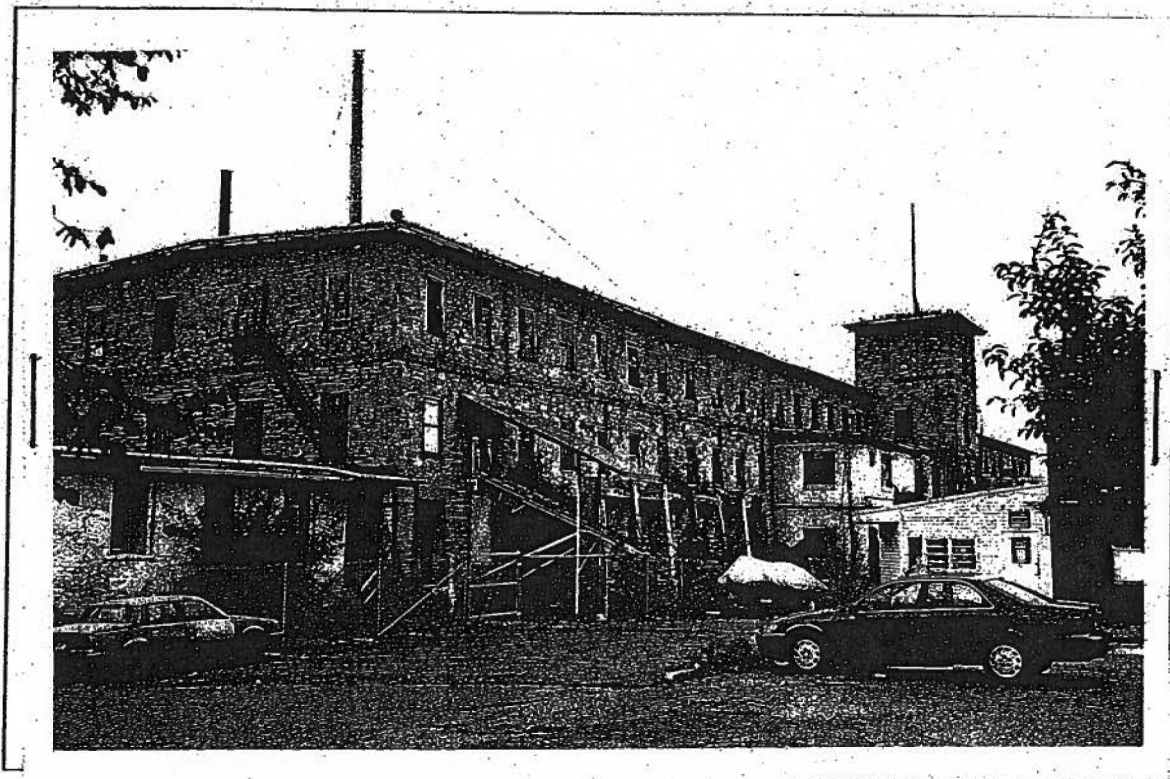
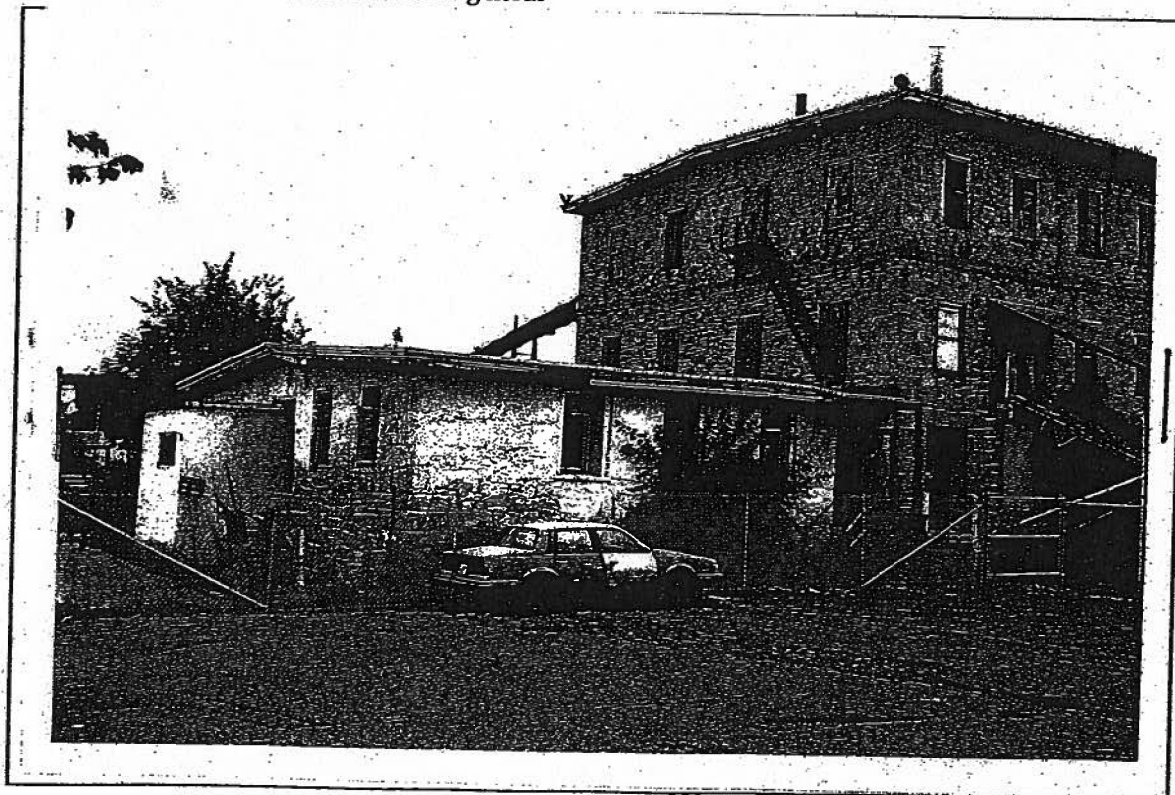


Photo #3 description: View of 1 story 1846 wing.

Roll #: 3

Frame #: 16

Direction: Looking north





INDIVIDUAL INVENTORY FORM

NHDHR INVENTORY #

Photo #4 description: View of additions located on northeast side of structure.

Roll #: 1

Frame #: 28

Direction:

Looking to southeast

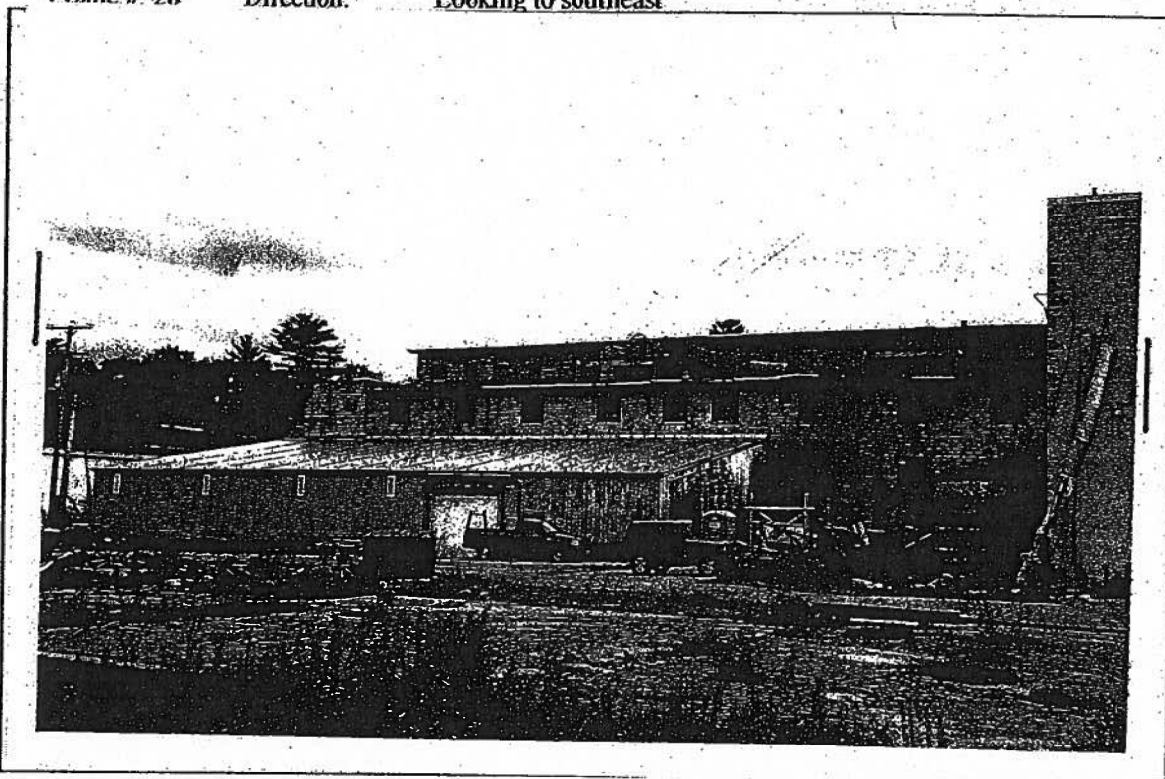


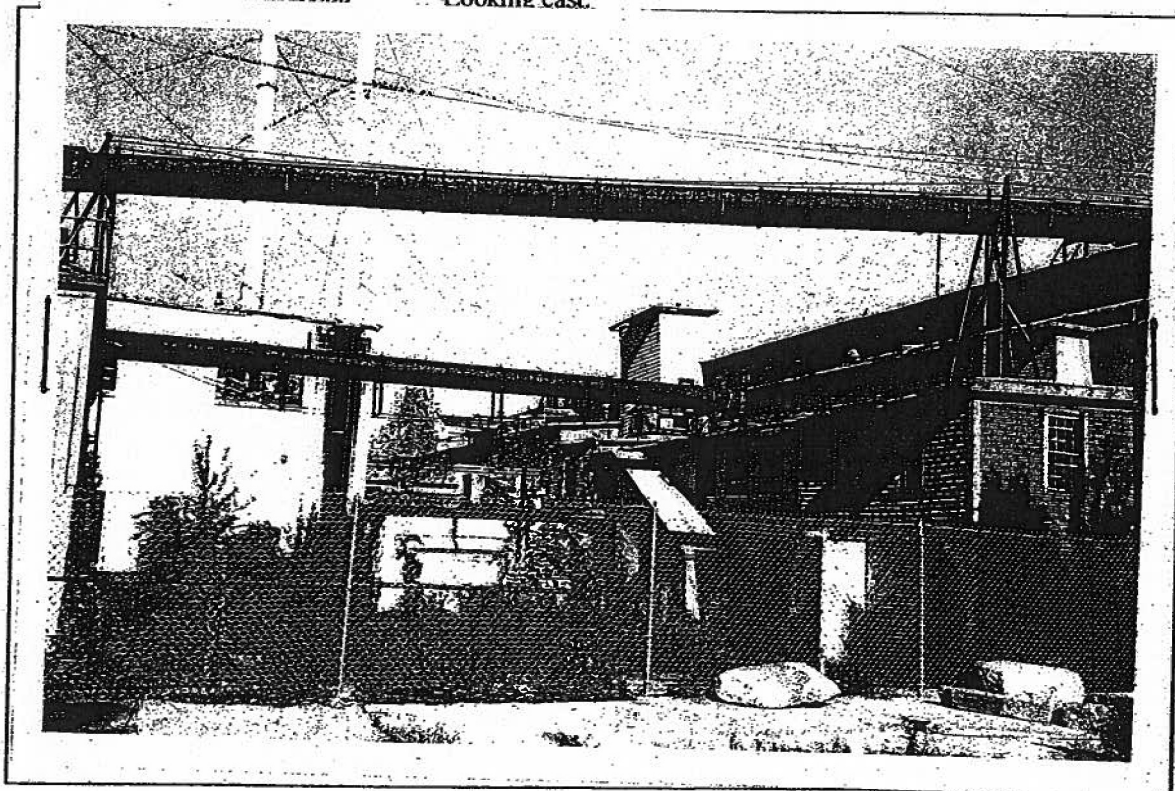
Photo #5 description: View of boiler room and transformer rooms located on northwest side of structure.

Roll #: 1

Frame #: 10

Direction:

Looking east



INDIVIDUAL INVENTORY FORM

NHDIIR INVENTORY #

Photo #6 description: View of 1968 Boiler Room addition located on north side of structure.

Roll #: 3

Frame #: 25

Direction:

Looking southwest.

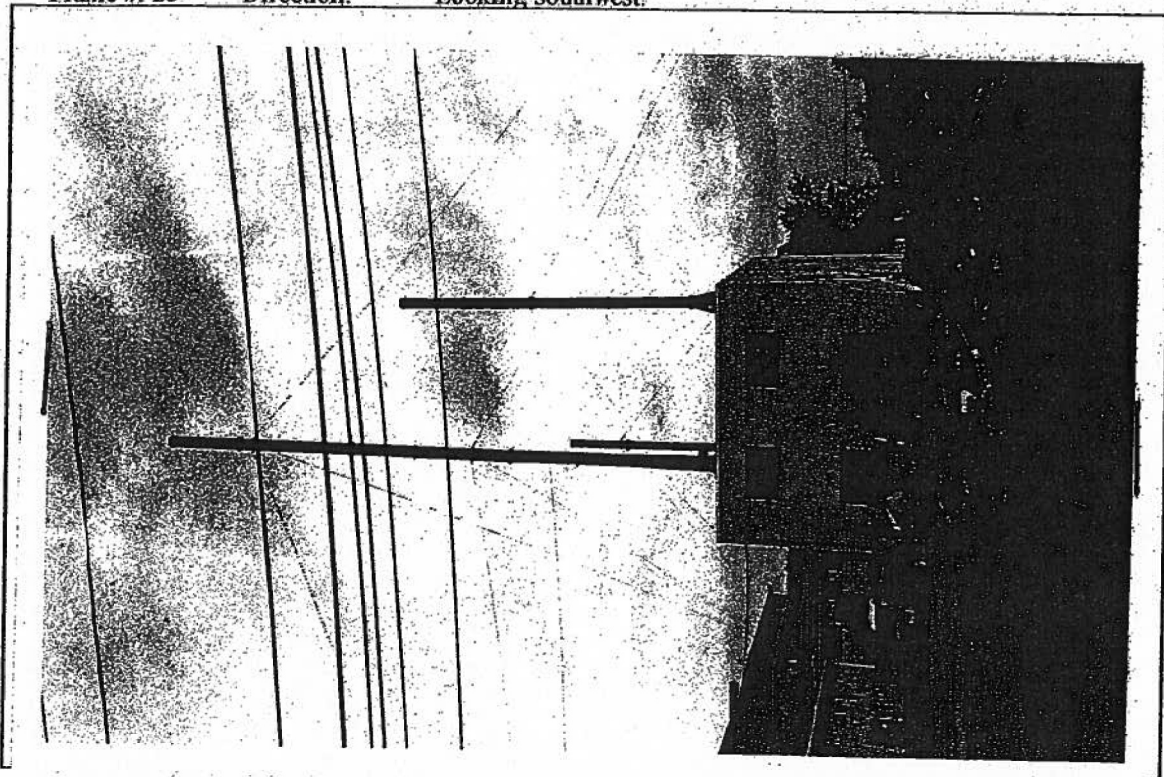


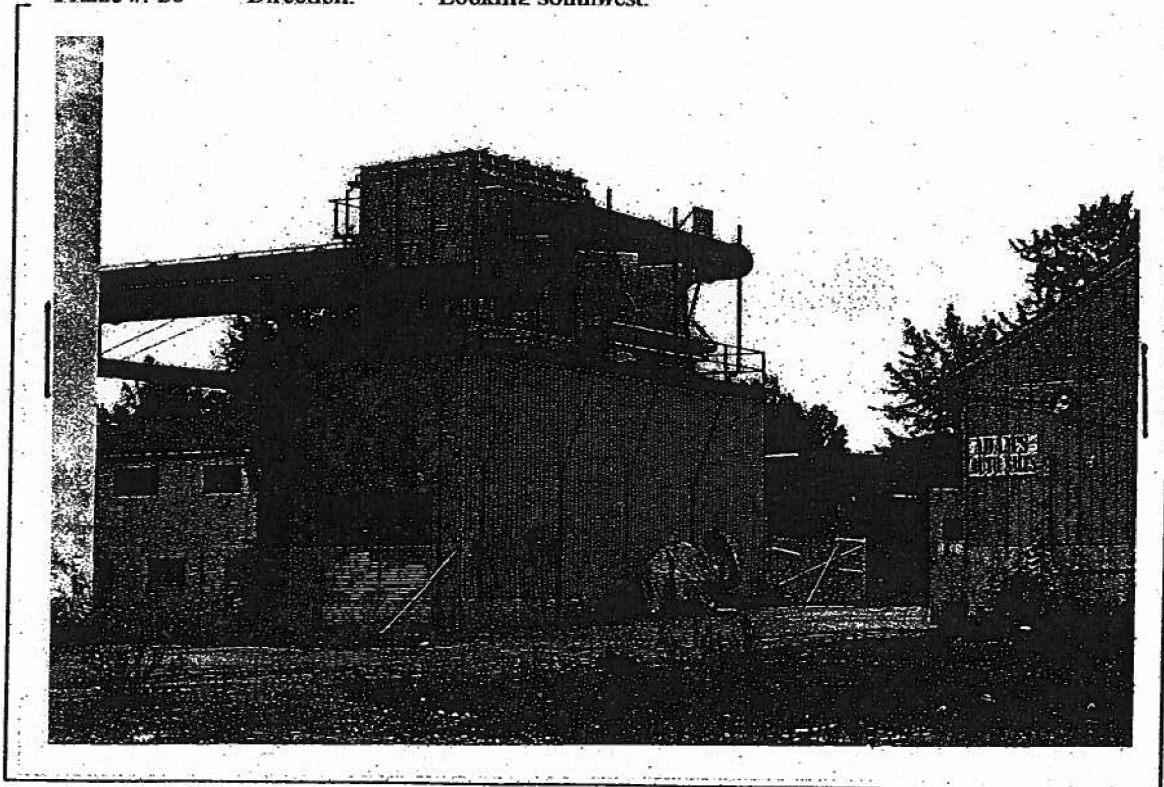
Photo #7 description: View of dust collector building located on northwest side of building

Roll #: 3

Frame #: 26

Direction:

Looking southwest.





INDIVIDUAL INVENTORY FORM

NHDHR INVENTORY #

Photo #8 description: View of loading dock, office, and boiler room additions located on northwest elevation of structure.  
Roll #: 3      Frame #: 11      Direction:      Looking southeast.

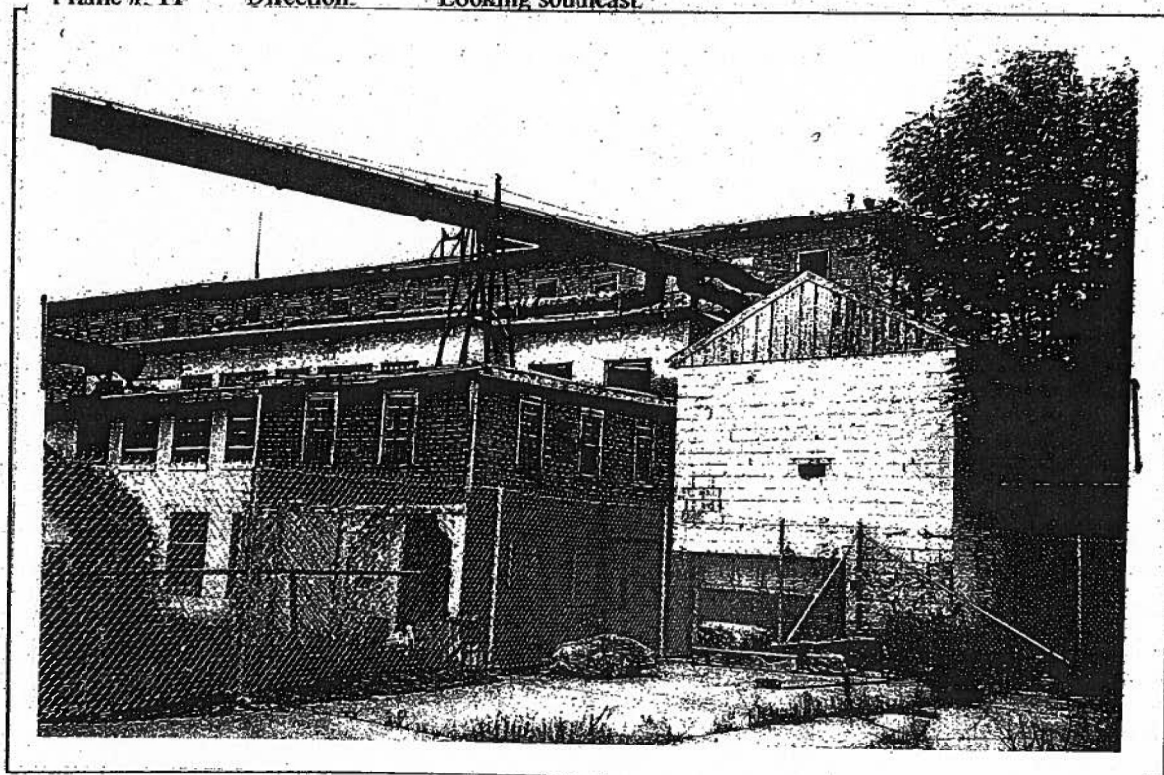
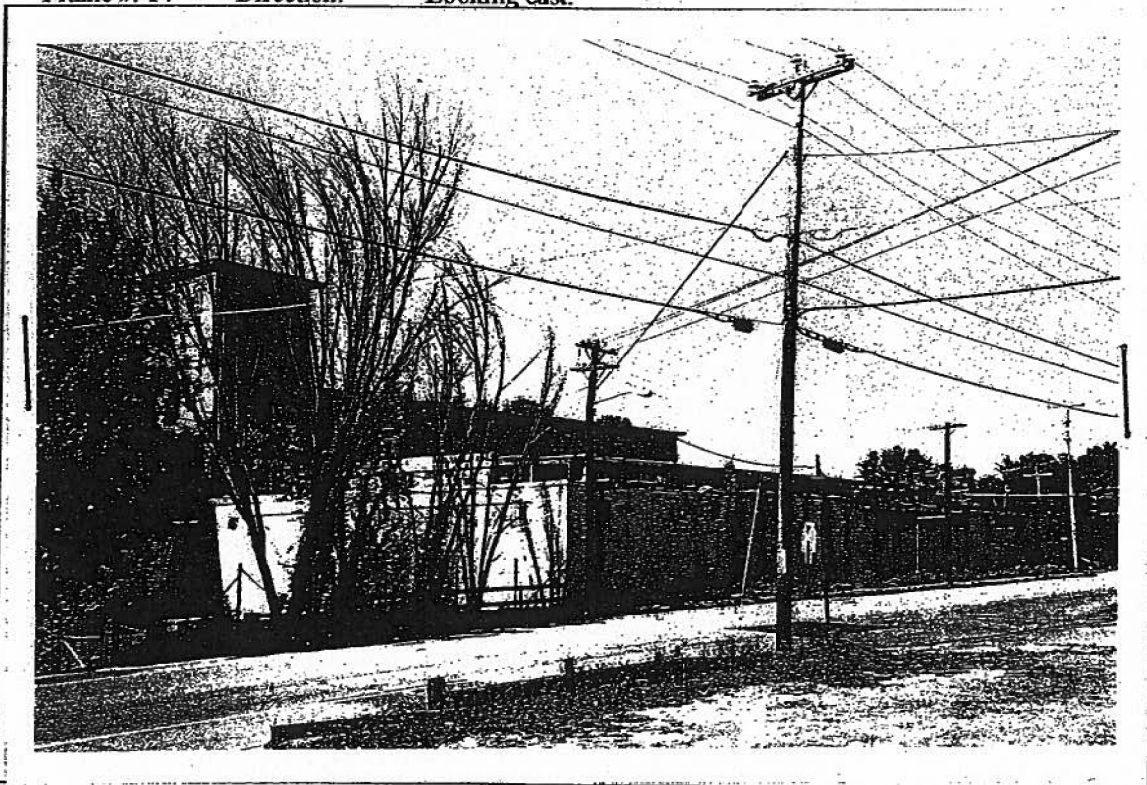


Photo #9 description: View of cement block addition located on southeast side of building.  
Roll #: 1      Frame #: 14      Direction:      Looking east.





INDIVIDUAL INVENTORY FORM

NHDIHR INVENTORY #

Photo #10 description: Interior view of first floor inside original mill structure.  
Roll #: 2      Frame #: 21      Direction:      Looking east.

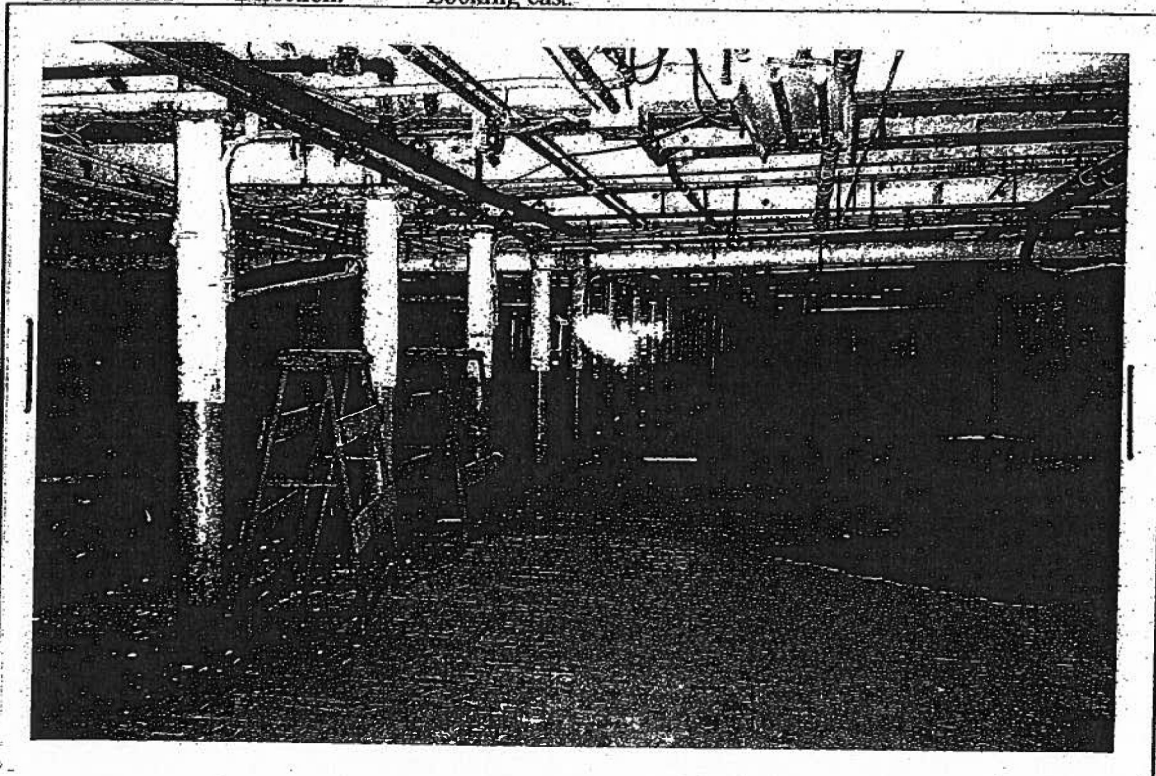
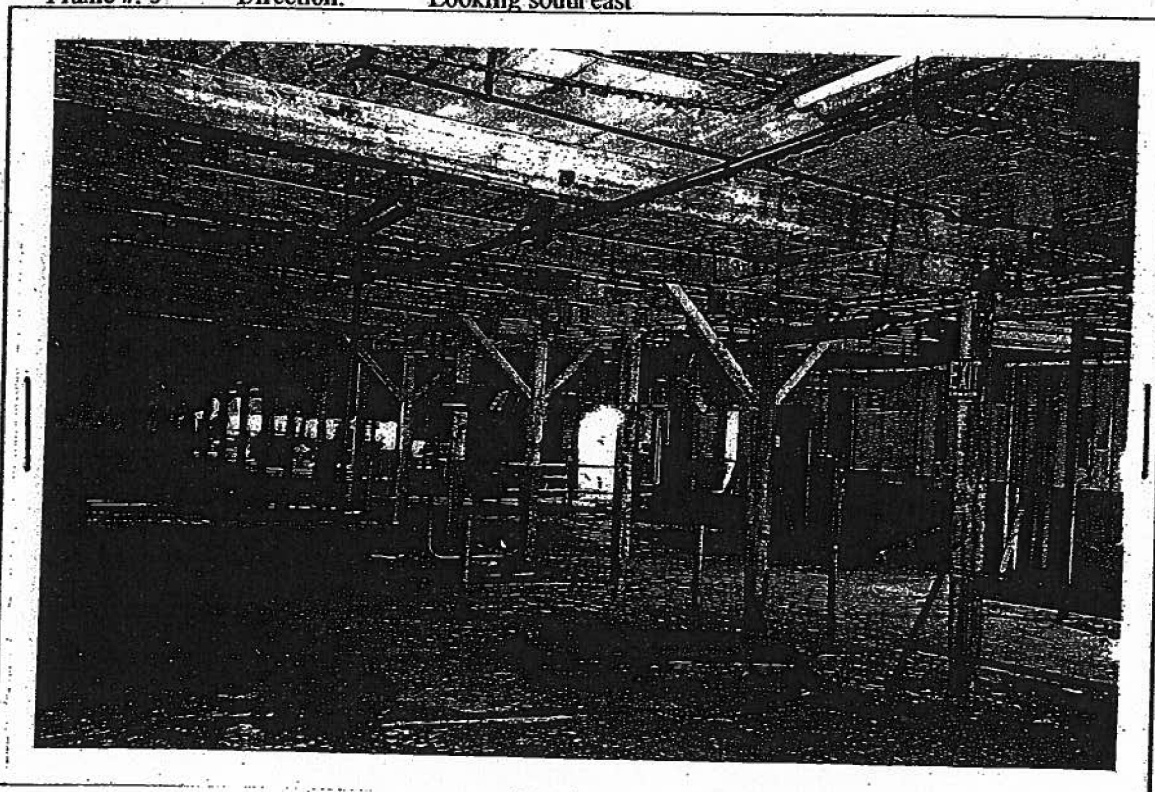


Photo #11 description: Interior view of south side of second floor.  
Roll #: 2      Frame #: 3      Direction:      Looking south east



INDIVIDUAL INVENTORY FORM

NHDIHR INVENTORY #

Photo #12 description: View of tanning equipment located in east end of basement.  
Roll #: 2

Frame #: 24 Direction: Looking south

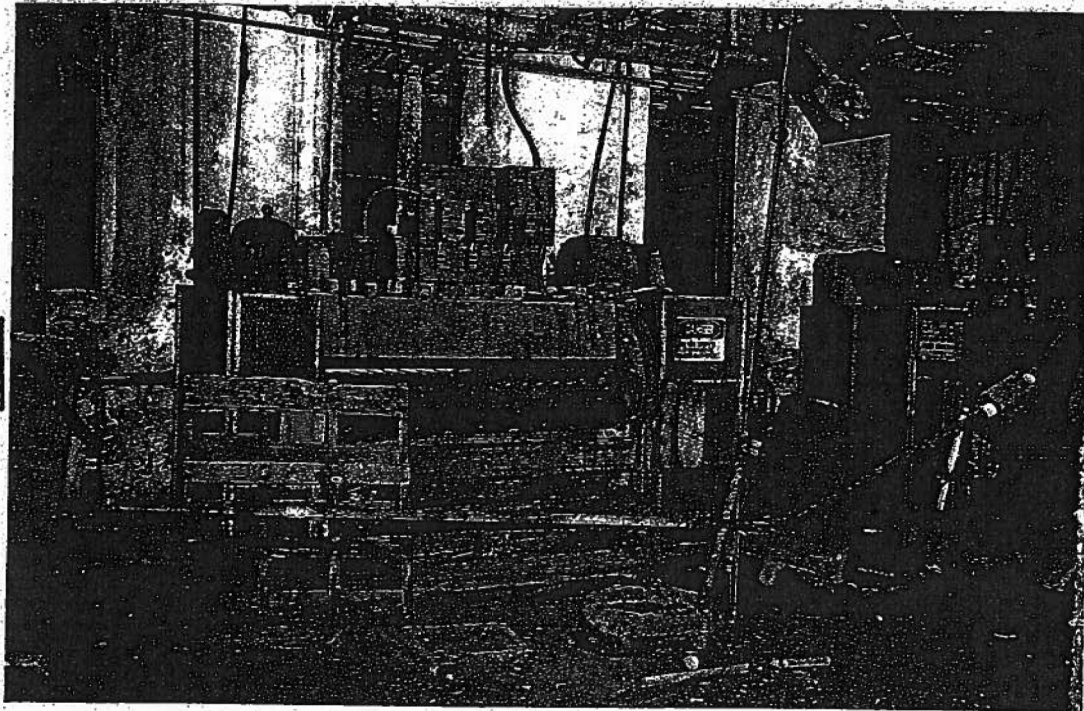
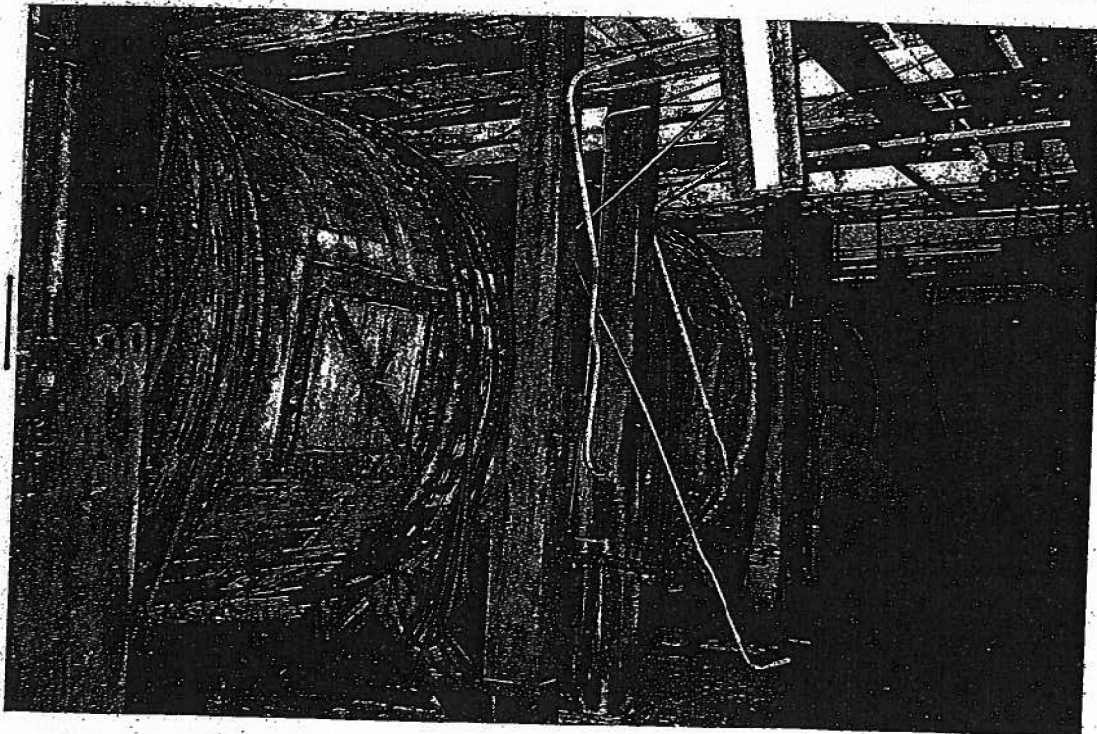


Photo #13 description: View of wooden tanning vats located within basement.  
Roll #: 2

Frame #: 20 Direction: Looking east





INDIVIDUAL INVENTORY FORM

NHDHR INVENTORY #

Photo #14 description: View of demolished portion of building located at east end of structure.

Roll #: 1      Frame #: 4      Direction:      Looking southwest.

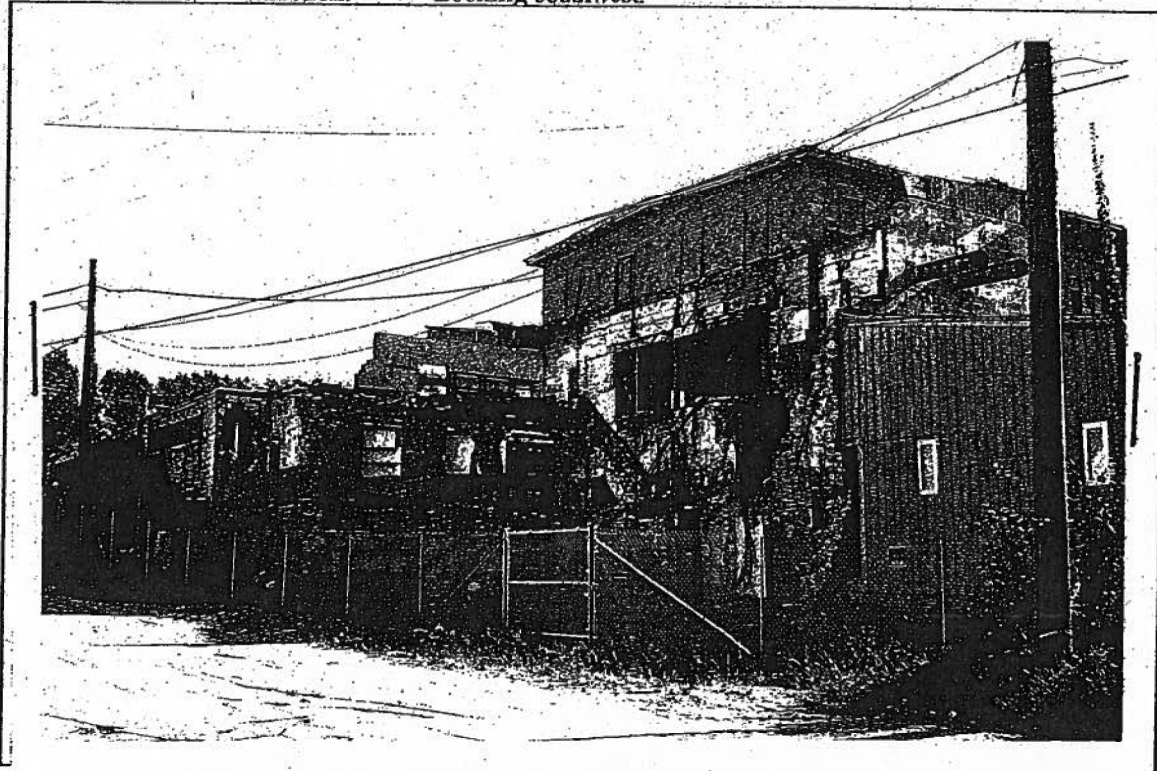
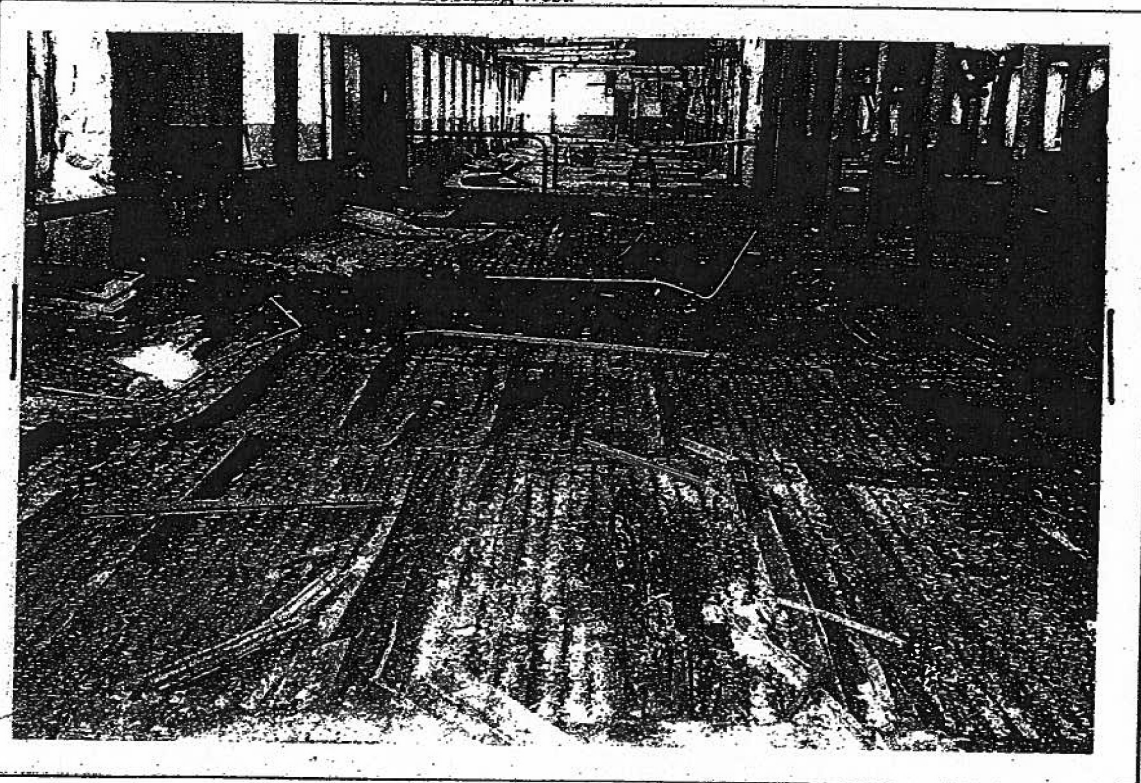


Photo #15 description: View of water damage located on third floor of structure.

Roll #: 2      Frame #: 11      Direction:      Looking west.





INDIVIDUAL INVENTORY FORM

NHDHR INVENTORY #

Photo #16 description: View of damage to exterior walls on north side of building.

Roll #: 1

Frame #: 30

Direction:

Looking south



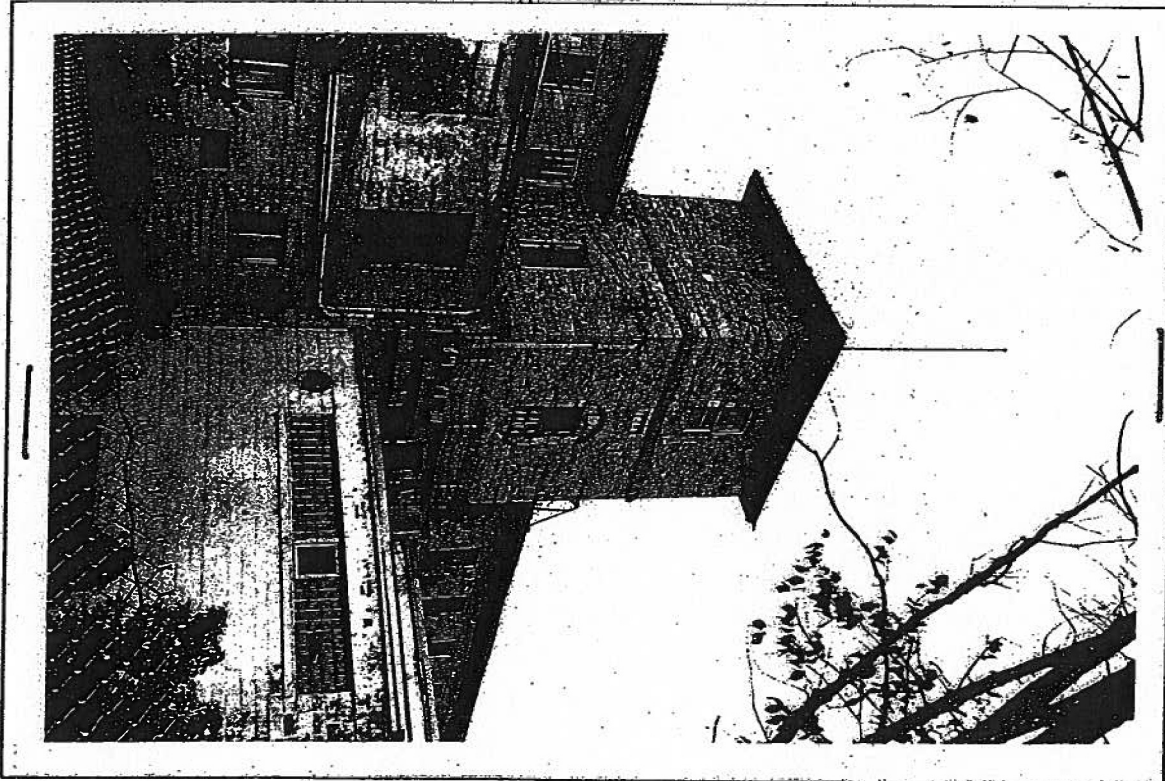
Photo #17 description: View of central tower located on southern side of structure

Roll #: 1

Frame #: 22

Direction:

Looking northeast.



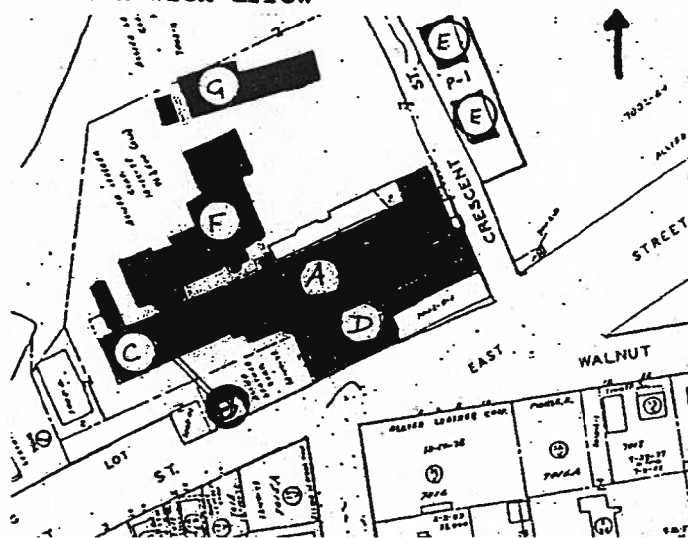
NHDHR Area Letter P-F

CODE

NEW HAMPSHIRE DIVISION OF HISTORICAL  
RESOURCES - INVENTORY FORMName of Area Penacook MillTown/City Concord (Penacook)County Merrimack☐ Project Area☒ Potential Historic AreaInventory form numbers in this Area nonePresent Use(s) vacantPeriod of Significance 1846-1930General condition FairSetting: see reverseAcreage approx. 4UTM Ref. Zone see reverseUSGS Quadrangle Penacook scale 1:24000Surveyor Elizabeth D. HengenRecorded by Kari FedererDate of field survey 7/30/90

SKETCH MAP: Draw a general map of the Area indicating all properties within it. Shade and number each property for which individual inventory forms have been completed. Label streets including route numbers, if any. (Attach separate sheet if space is not sufficient)

\_\_\_\_\_ indicate North with arrow



ARCHITECTURAL SIGNIFICANCE - Describe important predominant architectural styles and evaluate in terms of other areas within the Town/City

see continuation sheet

HISTORICAL BACKGROUND - Explain historical importance of the area and how the area relates to the development of the Town/City.

see continuation sheet

NATIONAL REGISTER CRITERIA STATEMENT OF SIGNIFICANCE:

A - for its associations with the textile industry, the economic force responsible for the initial development of Penacook. The Penacook Mill is the only surviving cotton mill in the village that has retained its architectural integrity.

STATEMENT OF INTEGRITY:

This property possesses integrity of location, setting, materials, feeling, and association. Although the gable roof was removed following a fire, this alteration occurred while the mill was still functioning as a textile mill.

BIBLIOGRAPHY and/or REFERENCES:

City directories; Historic maps and Atlases  
Brown, pp. 32-38 (PH)

APPLICABLE HISTORIC CONTEXT(S) with code:

13 - locally capitalized textile mills in NH, 1720-1880

SHPO use:		Evaluation	Surveyor	SHPO
NR	Yes ___ No ___	Integrity	yes <u>X</u>	yes ___
R&C	Yes ___ No ___		no ___	no ___
PTI	Yes ___ No ___	NR Criteria	A <u>X</u>	A ___
S&P	Yes ___ No ___		B ___	B ___
A&D	Yes ___ No ___		C ___	C ___
CLS	Yes ___ No ___		D ___	D ___
Intensive need	Yes ___ No ___	NR listed: individual		
Intensive done	Yes ___ No ___	within district		
Comments: _____		Determined NR eligible (DOE):		
		individual		
		within district		
Approved by _____		Potentially NR eligible		
Date _____		individual	<u>X</u>	
Recorded _____		within district		
		Not Eligible		
		Unknown - more information needed		



Name of Area Penacook MillTown/City Concord (Penacook)County Merrimack**ARCHITECTURAL DESCRIPTION AND COMPARATIVE EVALUATION:**

This mill complex consists of the second cotton mill built in Penacook (1846) and a variety of additions and 4 related buildings on the site. All of the building are contributing. The original mill is a 3 story shallow pitch roof building constructed of ashlar with cut granite lintels. It is 35 x 4 bays rectangular in plan, with a 4 story tower centrally-positioned on the south side. It was constructed with a gable roof that had a central cupola and many skylights. In 1866 the upper story and attic were destroyed by fire, and the roof flattened. Perhaps contemporaneously, the tower was raised a full story. The building has diverse add-ons, making it difficult to see the original portion, but some original 12/12 sash survives. The tower has arched openings with replacement sash (or blocked-in) and the date plaque (1846) on the south face. Several one and two story concrete add-ons were added to the front (D) and rear (F) in the 20th century.

Attached to the west end of the mill is a one story, 4 x 4 bay shallow-pitch gable roof structure (C) also built of ashlar stone; none of the original sash survives. It dates from 1846 and like the main mill, once had a gable roof. Along the street is a two story brick building (B) linked to the main mill by a narrow frame connector. It is 5 x 3 bays and terminates in a flat roof. On the south (front) wall is a segmentally arched doorway at the east end. It has segmentally-arched window openings with 2/1 sash and a brick dentil course at the cornice. A brick belt course separates the two stories. Built over the canal that once flowed parallel to the road, it was built as an office between 1906 and 1914. On the opposite side of Crescent Street are two frame storage sheds (E) clad with clapboards. They are one-story high, have shed roofs, and vehicular openings on the west side. Built to store raw cotton, they are contemporaneous with the office. Behind the main mill are 4 frame sheds (G) (three are attached) with shed roofs, multi-pane sash, and vehicular openings on the south side. They date from the early 20th century and were used for coal, lumber and cotton storage.

**HISTORICAL BACKGROUND and role in Town's/City's development:**

The period of significance for Area P-F, 1846-1930, reflects the years during which this mill produced textiles: cotton cloth and, later, cotton yarn. The Penacook Mill was one of two cotton factories that were erected in Penacook. The other, known as the Contoocook Mill, was built ten years earlier in 1836. It still stands, though substantially altered, on North Main Street, just over the Boscawen town line. (Its period of textile manufacturing had ceased by 1901, when it was converted into a twine and sash cord mill. The reason for this switch is not known.)

The Penacook Mill was erected in 1846. Although the Contoocook Mill had been built by the Fisher brothers, of Boston, the Penacook Mill was built by the Brown family. The Browns arrived in Penacook in 1841, purchased the Contoocook Mill (and apparently the umbrella corporation--the Contoocook Manufacturing and Mechanics Company (CMMC)--which owned the land and water rights along the river between the Borough and the lower falls) from the Fishers, and expanded the textile industry into the mid-19th century economic backbone of the village. (Note: the relationship of the CMMC to the Brown family is not clear in local histories. If it follows the arrangements of other textile communities, such as Manchester, then separate corporations operated each mill, with overlapping directors on the boards of the mills and the umbrella corporation that owned and managed the water powers. Further research, perhaps at Baker Library at the Harvard Business School might

clarify the relationship.

The Browns were trained masons from Attleborough, Massachusetts, where they had built, superintended and later leased a stone cotton mill. Dissatisfied with the available water power and a rent increase, they came to Penacook. They settled just west of the Contoocook Mill, along Webster Place and Elm Street (See also Area P-C).

The Penacook Mill was larger than the Contoocook Mill and took on the bulk of textile manufacturing in the village. Until 1865, the mills were operated jointly by brothers Henry H. and John S. Brown. When the property was amicably split, John took over the Penacook Mill and his brother the Contoocook. John Brown retained control until 1889, continuing to manufacture cotton cloth. After a short period of management by John Brown's son, Samuel and later by Albert Brown, who was also associated with the Contoocook Mill, the mill land and water power was sold in 1899 to the New Hampshire Spinning Mills a Concord backed corporation. Fitted with new machinery, it produced fine cotton yarn until forced to close in 1937 during the Depression. In 1942, it was purchased by the Breznar Tannery Company, later Allied Leather Company, which operated here, processing hides for shoes and boots, until the late 1980s. The property is now vacant.

UTM: Zone 19

A 288950/4795320

B 289060/4795365

C 289130/4795300

D 289020/4795155

E 288940/4795185

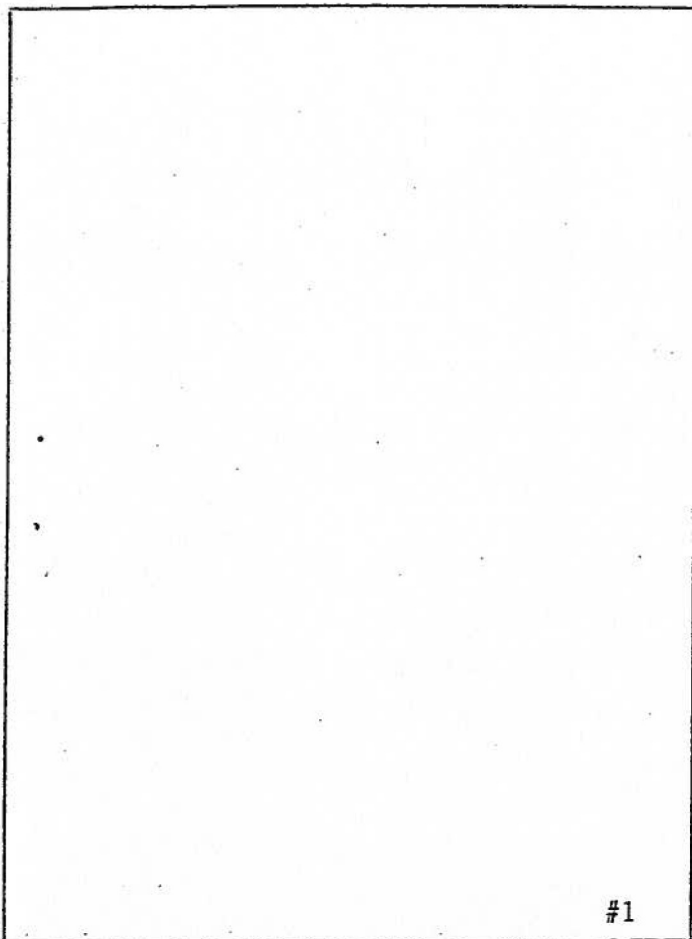
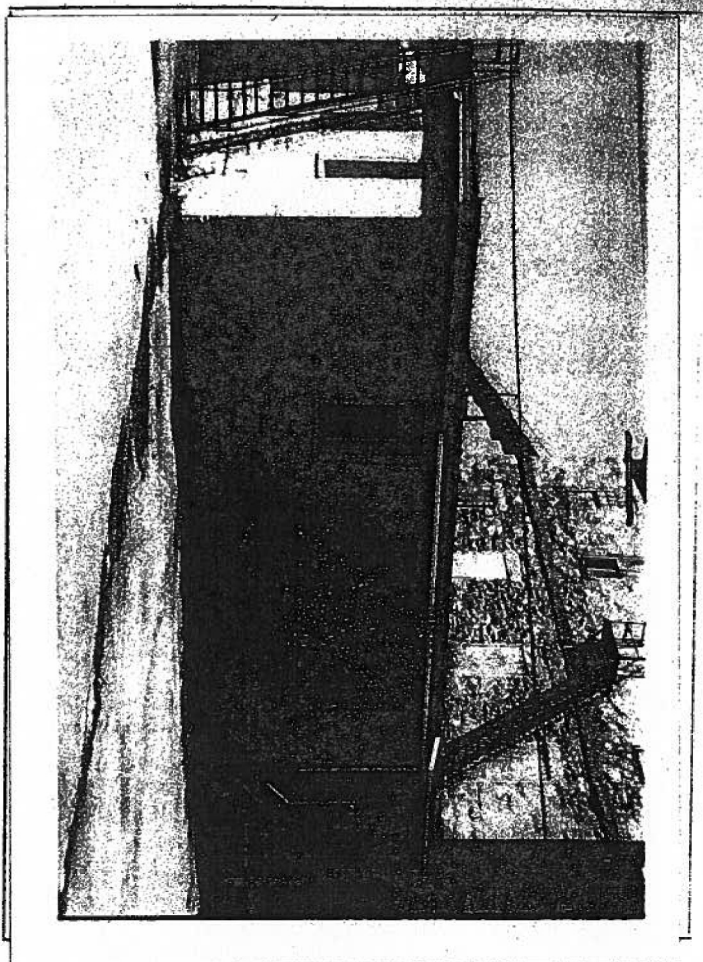


photo #1



Description of photographs:

Photo #1: Looking NE, showing front  
elevation of 1846 mill

Photo #2: Looking NE, showing  
"B"

Photo #3: Looking NW, showing  
storage sheds ("E")

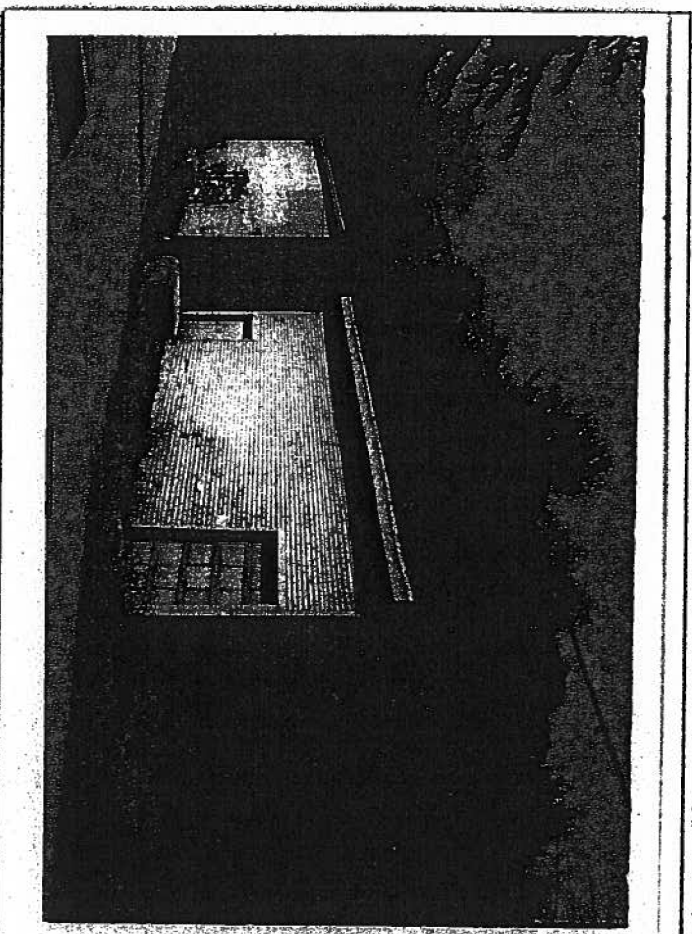


photo #3



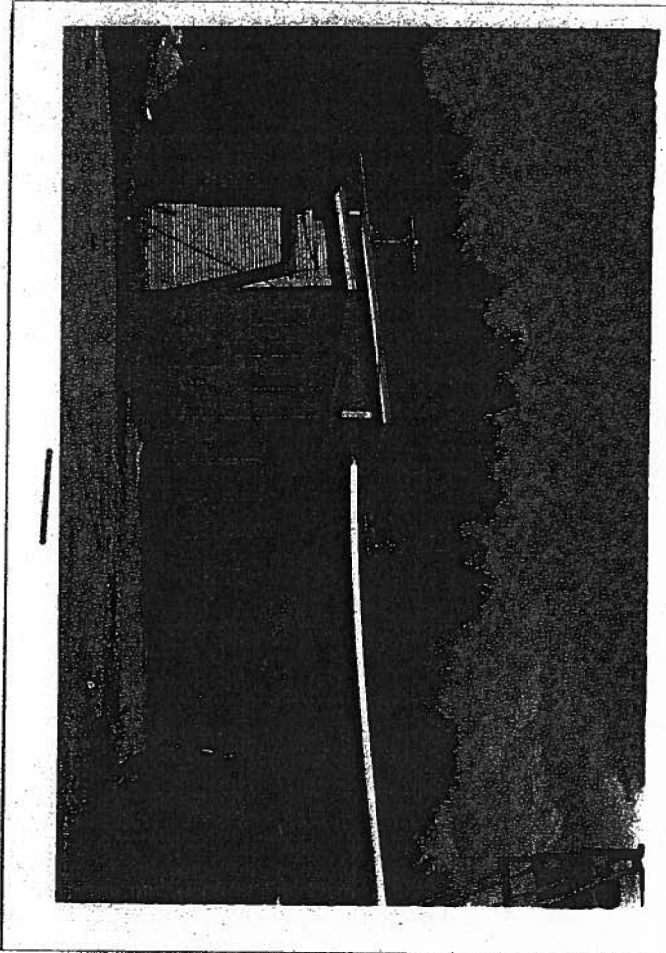
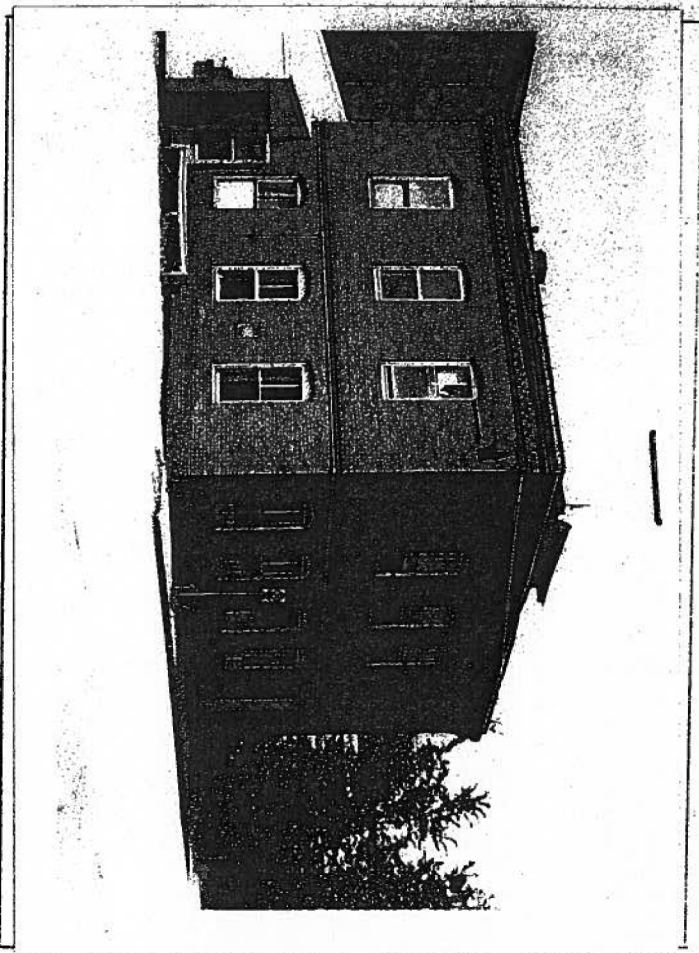


photo #1



Description of photographs:

Photo #1: Looking NW, showing  
rear sheds ("G")

Photo #2: Looking  
NE at mill  
office ("D")

Photo #3:

Lisa Mausolf  
March 2004

## History of the Penacook Mill

The most visible symbol of the village's prosperous textile years, the Penacook Mill was constructed in 1846 for Henry H. and John S. Brown. The history of the enterprise actually starts about a decade earlier when the Fisher Brothers, Freeman and Francis, merchants and industrialists arrived from Boston. In 1835, the Fishers, operating as the Contoocook Manufacturing and Mechanics Company (CMMC), purchased land and waterpower rights and in 1836 completed construction of a stone cotton mill, the Contoocook Mill, on the north side of the Contoocook, on North Main Street in Boscawen. In 1841, the Contoocook Mill was leased to Henry and John Brown of Attleboro, Massachusetts, who began producing cotton cloth in 1843. By 1845 the CMMC had built a new dam and canal and in 1846 a second, larger granite mill, the Penacook Mill, was constructed on the Concord bank of the Contoocook River. Upon its completion, the Browns leased the Penacook Mill and purchased new machinery for the west half of the building. In 1849 they vacated the Contoocook Mill and began occupying the east half of the Penacook Mill as well.<sup>1</sup> In 1850, the Browns employed 175 hands for the production of cotton print cloths.<sup>2</sup> From 1855 until 1865 the company operated both the Penacook and Contoocook Mills. In 1860, H.H. & J. S. Brown's operation included 300 looms.<sup>3</sup> It is interesting to note that nearly eighty men from the Penacook Mill went to fight in the Civil War.<sup>4</sup>

About 1865 the Brown brothers dissolved their partnership and divided the company property with H.H. Brown taking over the Contoocook Mill and John S. Brown controlling the Penacook Mill.<sup>5</sup> In December 1866 fire destroyed the roof of the Penacook Mill. The fire began near the east end of the 370' building and gradually extended to the west end, its progress slowed by fact that the roof shingles were laid in mortar. Damage was limited to the attic level. A newspaper account indicates that the

---

<sup>1</sup> David Arthur Brown, *History of Penacook, New Hampshire, 1734-1900* (Concord: The Rumford Press, 1902), pp. 33-34.

<sup>2</sup> John C. Linehan, *History and Souvenir of Penacook, New Hampshire, 1836-1899* (Concord: 1899)..

<sup>3</sup> *A Business Guide to the City of Concord* (Concord: R.Merrill & Son, 1860).

<sup>4</sup> John C. Linehan, "The Big Mill", *Concord Evening Monitor*, November 11, 1899.

<sup>5</sup> Brown, pp. 34-35.

building was owned by the Contoocook Manufacturing and Mechanic Company with the machinery and stock owned by H.H. & J.S. Brown. Approximately 250 persons were employed in the mill at the time.<sup>6</sup> Soon thereafter, the gable roof was apparently rebuilt.

John S. Brown continued the cotton manufacturing business in his own name at the Penacook Mill until 1885, when he sold the machinery to the Contoocook Manufacturing and Mechanic Company while continuing as mill agent. In 1889 the Contoocook Manufacturing and Mechanic Company was operating both the Contoocook and Penacook Mills. Its operations included 110 cards, 493 looms and 19,496 spindles for the production of 64 x 64 print cloth which it sold itself.<sup>7</sup> John S. Brown retired in 1889 and was succeeded by his son, Samuel N. Brown who served as agent for two years. The mill closed in 1891 but was opened again from 1892 until 1896 when finally the business was abandoned due to age of the machinery and a general depression in cotton goods.<sup>8</sup>

In 1899 the Penacook Mill including buildings, machinery, land and water power (said to be one of the largest in the State) were sold to a new corporation called the New Hampshire Spinning Mills for \$30,000. Marcellus Gould, formerly agent of the Falls Manufacturing Company in Norwich, Connecticut was elected president and agent of the new company while H.M. Cavis served as Treasurer. The other New Hampshire capitalists organizing the company included Samuel C. Eastman, president of the New Hampshire Savings Bank; C.H. Saunders, director of the Loan & Savings Bank of Concord and Dr. George M. Kimball, president of the Boscawen Mills.<sup>9</sup>

In the fall of 1899 the new owners began work on a series of substantial improvements to the Penacook Mill. The building was thoroughly repaired, the roof was removed and the walls built up another story, topped by the low gable roof visible today. The picker house at the northeast end of the building and the wheel house at the

---

<sup>6</sup> "Fire at Fisherville", *Concord Daily Monitor*, 31 December 1866.

<sup>7</sup> *The Blue Book: Textile Directory of the United States and Canada* (New York: J.E. Palmer, 1889).

<sup>8</sup> Brown, p. 36; Linchan.

<sup>9</sup> *Textile World and Industrial Recorder*, Boston, Sept. 1899, p. 113.



southwest end were entirely rebuilt and the power plant was renewed. Inside, the old machinery was discarded to be replaced by new spindles for the production of high-grade combed cotton yarns, fine numbers. It was anticipated that the water-powered mill would employ about 125 hands. The finished product was to be sold through the American Cotton Yarn Exchange in Boston.<sup>10</sup>

The 1902 Textile Directory indicates that the mill was then producing Combed Sea Island and Egyptian yarns ranging from a gauge of 30 to 80 on 12,480 ring spindles, employing 150.<sup>11</sup> By 1909 the ring spindles were supplemented by 4,800 twister spindles.<sup>12</sup> Sometime between 1906 and 1914 the two-story brick office building was constructed adjacent to the road. According to the 1914 Sanborn map, carding, doubling, drawing and combing functions took place on the first floor of the mill; shipping, winding, reeling, spooling and twisting activities were centered on the second; with speeders and spooling on the third and frame spinning on the top floor.<sup>13</sup>

Superintendent Marcellus Gould died in 1913 and was replaced by G.W. Rooney. About 1914 the plant was converted from water to electric power. In 1919 when the Boscawen Mills were acquired the two mill were producing 20-60 gauge cotton yarns in 2, 3 and 4 ply utilizing 42 cards, 37 combs, 14,400 ring spindles and 5,560 twister spindles.<sup>14</sup> The only mill of its type in the state, New Hampshire Spinning Mills produced Sea Island and Egyptian yarns used for a variety of purposes including making embroidery cottons, lace threads, shoe threads and specialties requiring an exceptionally fine yarn. In 1923, a total of 175 people were employed by NH Spinning Mills.<sup>15</sup> Following the Depression, NH Spinning Mills liquidated its assets in February 1931, selling the entire mill property to Penacook Electric Light Company for \$40,000.<sup>16</sup>

---

<sup>10</sup> *Textile World & Industrial Recorder*, October 1899, p. 120.

<sup>11</sup> *Blue Book*, 1902-3.

<sup>12</sup> *Blue Book*, 1909.

<sup>13</sup> Sanborn Insurance Maps of Concord, New Hampshire, 1906, 1914.

<sup>14</sup> *Blue Book*, 1919.

<sup>15</sup> "New Hampshire Spinning Mills of Penacook Have Rapid Growth", *Concord Bulletin*, vol. 3, no. 4, April 30, 1923.

<sup>16</sup> Merrimack County Register of Deeds, Book 519, Page 253.

In April 1942 the vacant NH Spinning Mills reopened as a tannery after its purchase by Brezner Tanning Corporation, a family-run business that was a subsidiary of a Boston concern. The company was engaged in finishing leather for shoe manufacturing and when it initially opened there were jobs for 200 with 60% of the production capacity devoted to filling defense orders associated with World War II.<sup>17</sup> In 1944 there were just six tanneries operating in the State of New Hampshire – the others included Granite State Tanning Co. in Nashua, Merrimack Leather Co., in Merrimack, Tilton Leather Co. in Tilton, A. C. Lawrence in Winchester and United Tanners in Dover.<sup>18</sup> Earlier in the 20<sup>th</sup> century, the number of leather producers in the State of New Hampshire decreased from a high of nine in 1909 to just four in 1927.<sup>19</sup>

Various improvements and additions were made to the building and its surroundings in the initial ten to fifteen years it was used as a tannery. A boiler room was constructed at the center of the rear elevation in 1946 with an upper level was used as a chemical lab. In 1948 the last remnants of the Penacook canal near East Street were filled or capped by the City of Concord.<sup>20</sup> In 1949 a cement block addition measuring 61 x 35' was constructed at the rear of the building to contain offices, production space and storage. The largest of the additions was the two-story, 80' x 220' cement block addition constructed in front of the east half of the façade at the intersection of Crescent and East Streets in 1950.<sup>21</sup>

After a brief closure of the mill due to nonpayment of local property taxes in the early 1950s, Brezner Tanning Company merged with the Allied Kid Company in 1953.<sup>22</sup> The company was based in Delaware with divisions in Boston, Philadelphia and New Jersey. In 1953 there were nearly 600 principal tanning concerns in the United States.<sup>23</sup>

---

<sup>17</sup> "Plan Tannery at Penacook", *Manchester Union*, January 19, 1942.

<sup>18</sup> *Made In New Hampshire: A Directory of Manufactured Products*. Concord: Planning and Development Commission, 1944.

<sup>19</sup> *At Work: Men and Machines in New Hampshire*. Concord: NH Planning and Development Commission, 1939, p. 61.

<sup>20</sup> *Concord Monitor*, June 11, 1947; July 10, 1947; February 5, 1948.

<sup>21</sup> Matthew Walsh. Individual Inventory Form for Penacook Mill, October 2002.

<sup>22</sup> *Ibid.*

<sup>23</sup> *Shoe and Leather Reporter Annual*, (Boston: Shoe & Leather Reporter Co., 1953).

In New Hampshire there were approximately nine commercial tanneries including the Brezner Tanning Corporation as well as three others producing leather for their own use.<sup>24</sup> In 1953 Brezner had 270 employees, nearly double its nearest competitor, making it the largest tannery in the state. By 1955 employment at Brezner had increased to nearly 500; the next largest tannery – United Tanners in Dover had 145 employees. In the late 1950s and early 1960s, employment at Brezner reached a peak of 530.<sup>25</sup> Several additions were made to the building in the 1960s including a two-story concrete block shipping/delivery area at the west end in 1960; a two-story concrete and steel frame addition on the northeast side in 1966 for storage and production space; an extension to the boiler room in 1968 with three smoke stacks and a three-story, concrete block section on the south façade next to the central tower, also in 1968.<sup>26</sup>

In 1972 Allied Kid Co. and the Brezner Tanning Corporation merged into Allied Kid Company. Later in the 1970s the company became part of the General Hose Co., in New York. In 1978 Lowengart Corp. a subsidiary of Feuer Leather of New York bought Allied Leather. The company also owned six other tanneries, mostly in Pennsylvania and upstate New York.<sup>27</sup> By the late 1970s and well into the 1980s, employment remained steady at about 300.<sup>28</sup> (Made in NH). Using cleaned cowhides from a plant in Gloversville, New York, Allied could dye, thin or strengthen about 25,000 sheets of leather in a week. The leather, used mostly for shoes, was shipped to leather product manufacturers all over the world.<sup>29</sup> The final improvement made to the building in 1983 consisted of a 50 x 100' single-story addition sheathed in T1-11 siding located on the

---

<sup>24</sup> According to *Made in New Hampshire* and the *Shoe & Leather Reporter*, these included United Tanners in Dover, E. Cummings Leather Co. in Lebanon, Seal Tanning Co. in Manchester, Merrimack Leather Co. in Merrimack, Granite State Tanning Co. in Nashua, Newton Leather Co., in Newton, A.C. Lawrence Leather Co. in Winchester, and Pittsfield Leather Co. Those tanning leather for their own use included Page Belting Co. in Concord, Saranac Glove Co. in Littleton, International Shoe in Manchester, and International Shoe in Merrimack.

<sup>25</sup> *Made in New Hampshire*, various dates.

<sup>26</sup> Walsh, Individual Inventory Form.

<sup>27</sup> John Morrison, "Allied Tans Hides into Fashionable Leather", *Concord Monitor*, Feb. 1, 1984, p. 39.

<sup>28</sup> *Made in New Hampshire*.

<sup>29</sup> *Concord Monitor*, Feb. 1, 1984.



northeast end of the building. Originally storage space, the building now houses a small metal fabrication company.<sup>30</sup>

Despite the investment of millions of dollars to increase production and modernize methods, tanning operations at Penacook ceased in 1987 when Allied Leather Company closed its Penacook plant to merge with its other plants in New York and Pennsylvania. At the time Allied Leather was Penacook's second largest employer with about 300 jobs. According to company officials, problems with a tight labor market and the state's environmental regulations forced the closure.<sup>31</sup> The same year, another of the state's larger tanneries, A.C. Lawrence in Winchester, also closed.<sup>32</sup> (The state's last tannery, Suncook Leather in Pittsfield closed in February 2004 leaving about forty workers out of jobs.<sup>33</sup>)

In 1994 Allied Leather's parent company, Feuer Leather Corp. filed for bankruptcy.<sup>34</sup> In 1997, Dana Willis, a resident of Boscawen and abutter to the property, formed Hannah Dustin Holdings LLC and acquired all of the assets of the Allied Leather Company including the Penacook Mill from the Bankruptcy Court for \$25,000. Willis had hoped to redevelop the site including possibly building a minor league baseball stadium but limited financial resources coupled with environmental issues at the site limited his efforts. The original mill property was subdivided into four separate lots in 1999. The former picker house at the northeast end of the main mill building was demolished in 2001.<sup>35</sup> The property was acquired by the City of Concord in 2003.

---

<sup>30</sup> Walsh, Individual Inventory Form.

<sup>31</sup> Aaron Zitner, "Tannery to Leave Penacook", *Concord Monitor*, July 17, 1987, p. A1.

<sup>32</sup> Preservation Company, Individual Inventory form for A.C. Lawrence Tannery, Winchester, NH.

<sup>33</sup> Sydney B. Leavens, "40 out of work as tannery shuts down", *Concord Monitor*, Feb. 27, 2004, p. A1.

<sup>34</sup> Craig Timberg, "Tannery files for Chapter 11", *Concord Monitor*, Aug. 26, 1994, p. A1.

<sup>35</sup> Walsh, Individual Inventory Form.

## BIBLIOGRAPHY

At Work: Men and Machines in New Hampshire. Unpublished manuscript. Concord: NH Planning and Development Commission, 1939. [NH State Library, Concord, NH]

Bacon, George. *Leading Business Men of Concord*. Boston: Mercantile Publishing Co., 1890. [Concord Room, Concord Public Library]

*The Blue Book: Textile Directory of the United States and Canada*. New York: Davison Publishing Co., 1888-1937. [American Textile History Museum, Lowell, Massachusetts].

Bouton, Nathaniel. *History of Concord, 1725-1853*. McFarland & Jenks, 1856.

Brown, David Arthur. *The History of Penacook, New Hampshire, 1734-1900*. Concord: The Rumford Press, 1902.

Burleigh, L.R. Penacook, New Hampshire (Birds Eye View Map). Troy, NY: 1887?.

*A Business Guide to the City of Concord*. Concord: R. Merrill & Son, 1860. [Concord Room]

Davenport, B. Map of Fisherville, New Hampshire. 1846.

"Fire at Fisherville", *Concord Daily Monitor*, December 31, 1866.

Hengen, Elizabeth Durfee. Penacook Architectural Survey. Prepared for the City of Concord, 1990.

Hurd, D.H. *Town and City Atlas of the State of New Hampshire*. Boston: D.H. Hurd & Co., 1892.

Linehan, John C. "The Big Mill", *Concord Evening Monitor*, November 11, 1899.

Linehan, John C. *History and Souvenir of Penacook, New Hampshire, USA, 1836-1899*. Concord: 1899. [Concord Room]

Lyford, James O. *History of Concord, New Hampshire*. Concord: The Rumford Press, 1903.

*Made in New Hampshire: A Directory of Manufactured Products*. Concord: Planning & Development Commission, various years from 1944 to 1991. [NH State Library, Concord].

Merrimack County Register of Deeds, Concord, New Hampshire.

Morrison, John. "Allied Tans Hides into Fashionable Leather", *Concord Monitor*, February 1, 1984, p. 39.

"New Hampshire Spinning Mills of Penacook Have Rapid Growth", *Concord Bulletin*, vol. 3, no. 4, April 30, 1923. [NH State Library, Concord, NH]

"Plan Tannery at Penacook", *Manchester Union*, January 19, 1942.

Preservation Company, Individual Inventory form for A.C. Lawrence Tannery, Winchester. [NH Division of Historical Resources, Concord, NH]

Sanborn Map Co. Insurance Maps of Concord, New Hampshire, 1893, 1899, 1906, 1914, 1928. Microfilm collection of the New Hampshire Historical Society, Concord, NH.

*Shoe and Leather Reporter Annual*, 1953. Boston: Shoe & Leather Reporter Co., 1953 [NH State Library, Concord, NH].

*Textile World & Industrial Record*, 1899-1900. [American Textile History Museum, Lowell, Massachusetts].

Timberg, Craig. "Tannery files for Chapter 11", *Concord Monitor*, August 26, 1994.

Walsh, Matthew. Individual Inventory Form for Penacook Mill, October 2002. [NH Division of Historical Resources, Concord, NH]

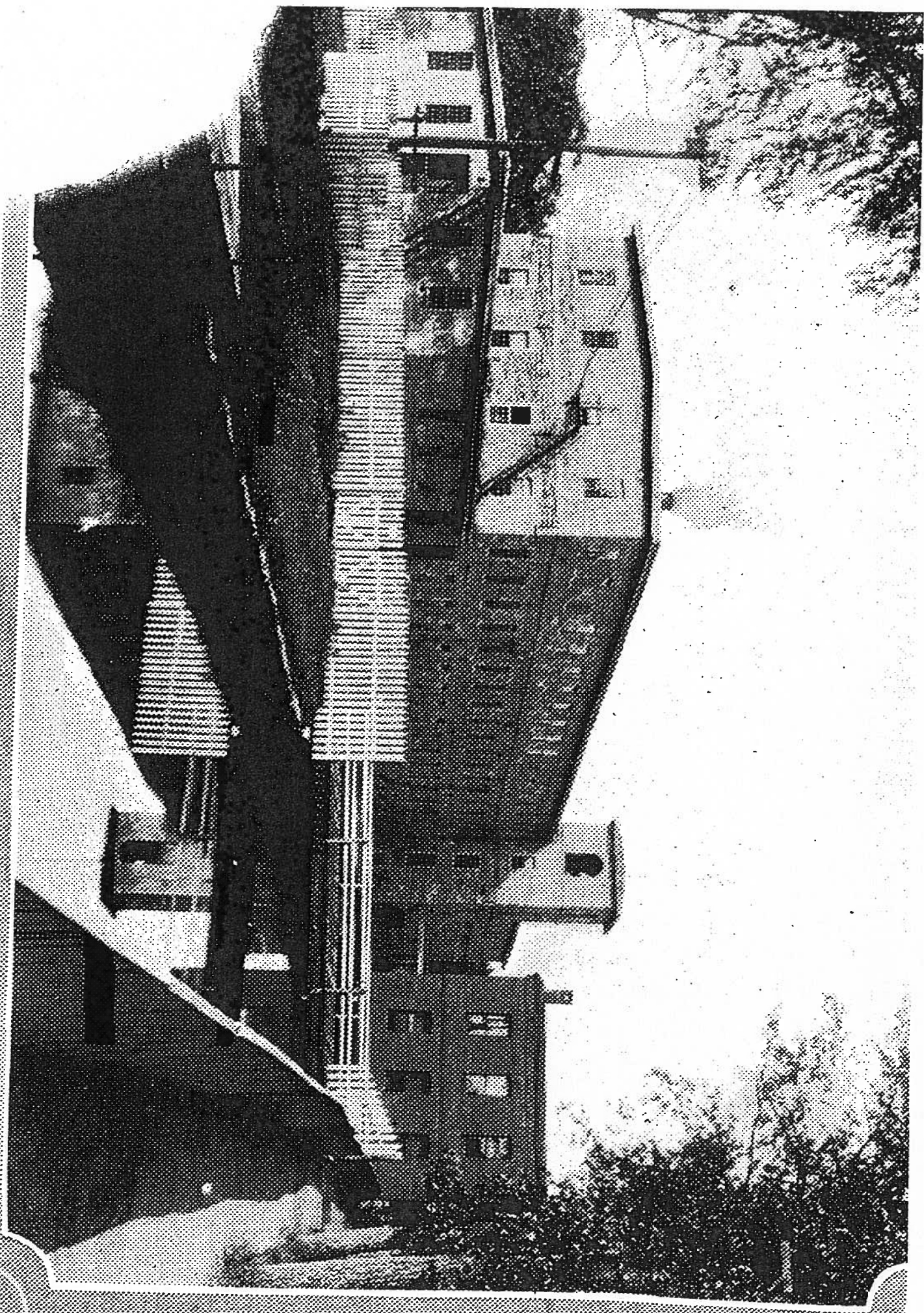
Walsh, Pamela. "Baseball, business, gravel pit", *Concord Monitor*, May 7, 1997.

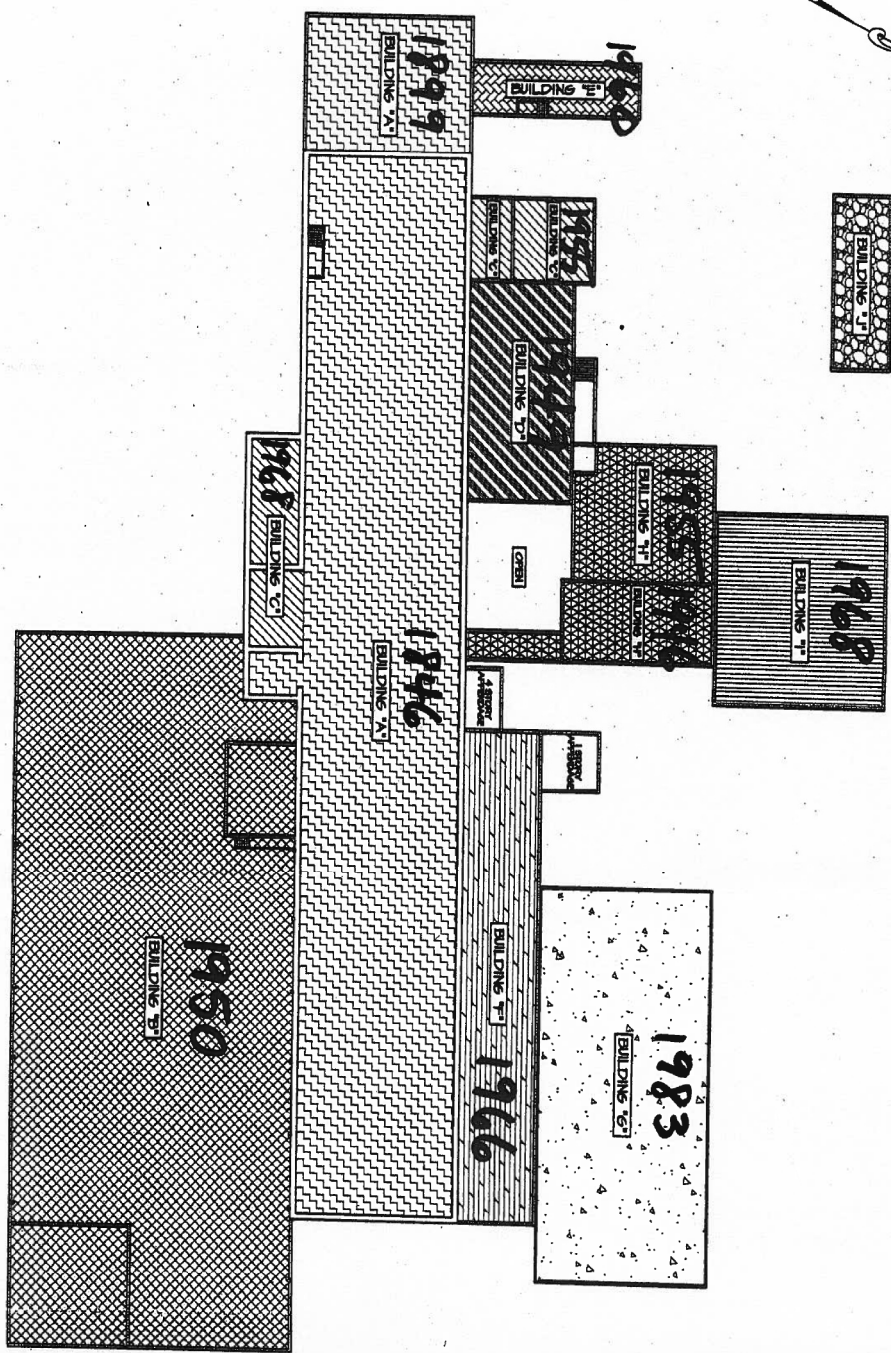
Zitner, Aaron. "Tannery to Leave Penacook", *Concord Monitor*, July 17, 1987.

Note: Inquiries at both the American Textile History Museum in Lowell and at Baker Library, Harvard Business School were made regarding the existence of additional insurance maps. Neither institution has maps of the property. The Smithsonian Institution in Washington D.C. should also be contacted.



N. H. Cotton Spinning Co.





EAST STREET SIDE

CRESCENT STREET SIDE

KEY PLAN  
SCALE: 1/8" = 1'-0"

- 1949
- 1946
- 1950
- 1966
- 1983
- 1968
- 1985
- 1986
- 1987
- 1988
- 1989
- 1990
- 1991
- 1992
- 1993
- 1994
- 1995
- 1996
- 1997
- 1998
- 1999
- 2000
- 2001
- 2002
- 2003
- 2004
- 2005
- 2006
- 2007
- 2008
- 2009
- 2010
- 2011
- 2012
- 2013
- 2014
- 2015
- 2016
- 2017
- 2018
- 2019
- 2020
- 2021
- 2022
- 2023
- 2024
- 2025
- 2026
- 2027
- 2028
- 2029
- 2030
- 2031
- 2032
- 2033
- 2034
- 2035
- 2036
- 2037
- 2038
- 2039
- 2040
- 2041
- 2042
- 2043
- 2044
- 2045
- 2046
- 2047
- 2048
- 2049
- 2050
- 2051
- 2052
- 2053
- 2054
- 2055
- 2056
- 2057
- 2058
- 2059
- 2060
- 2061
- 2062
- 2063
- 2064
- 2065
- 2066
- 2067
- 2068
- 2069
- 2070
- 2071
- 2072
- 2073
- 2074
- 2075
- 2076
- 2077
- 2078
- 2079
- 2080
- 2081
- 2082
- 2083
- 2084
- 2085
- 2086
- 2087
- 2088
- 2089
- 2090
- 2091
- 2092
- 2093
- 2094
- 2095
- 2096
- 2097
- 2098
- 2099
- 2100

TURNER  
GROUP

300 E. TURNER GROUP INC.

ARCHITECTS - ENGINEERS

CONSTRUCTION SERVICES - TRADING SERVICES

1000 E. TURNER GROUP INC.

ISSUED FOR

300 E. TURNER GROUP INC.

CITY OF CONCORD  
ALLIED LEATHER  
TANNERY PROJECT  
20 EAST STREET  
FARMINGTON, NH

KEY PLAN

AKL